

# Sales Management

THE MAGAZINE OF MARKETING



## OUR DIETING MILLIONS!

they're playing hob with the food industry

Page 24

FIFTY CENTS

AUGUST • 1 • 1953



"Each year since 1945  
our budget for  
*House Beautiful*  
has been increased..." reports

*General Manager of Extensole Corporation*

Mr. Frank T. White, General Manager  
of Extensole Corporation,  
makers of fine extension tables.

*"We get the most results for  
the least cost from your  
magazine", continues Mr. White.*

**EXTENSOLE** sales  
have increased nearly 500%  
since 1945.

Extensole's principal advertising  
medium is *House Beautiful*.

More evidence that  
it pays to be a **REGULAR**  
*House Beautiful* advertiser.

- delivers most sales action per copy
- sells both sides of the counter

*Extensole*

**CORPORATION • SPARTA, MICHIGAN**  
March 12, 1953

Mr. Richard A. Hoefer, Publisher  
*House Beautiful Magazine*  
572 Madison Avenue  
New York 22, New York

Dear Mr. Hoefer:

Since 1945 Extensole has advertised continuously in *House Beautiful* and now looking back our confidence in this magazine is indeed well founded.

My associates and I all felt that *House Beautiful* would have a great trade influence as well as the ability to create a demand for our products at the retail level.

In support of this confidence, it is interesting to note that today we have more than four times the number of dealers that we had in 1945 and that our business in dollar volume has multiplied nearly six times.

A good measure of this increase is due to our advertising, the great majority of which is done in *House Beautiful*. Each year since 1945 our budget for *House Beautiful* has been increased as we have found that we get the most results for the least cost from your magazine.

I wish to mention also that all of us in the furniture business owe a debt to your editorial staff for the influence they have exerted in the interest of good design and good taste. They have done this in such an interesting, attractive, and informative way that it makes *House Beautiful* the well balanced magazine that it is.

We, of course, will continue to be in *House Beautiful* regularly as we have been for years.

Sincerely yours,

EXTENSOLE CORPORATION,

*Frank T. White*

General Manager

Frank T. White/e

*House Beautiful*

572 MADISON AVENUE, NEW YORK 22, N. Y.

# The most flexible magazine an advertiser can buy!

**Beginning with** its August issue McCall's offers a number of new units of space for use by advertisers. The new units all partial pages—bring the total number of space-buying opportunities in McCall's to thirty-nine . . . more than are available in any other magazine.

The introduction of new units in McCall's is not unusual. McCall's has long been a pioneer in flexible space units. Island columns, half and quarter pages in four color, are all McCall's developments.

What is the thinking behind all this?

**Simply this.** Even though magazine rates per thousand circulation are lower than they were twenty years ago, unit costs to advertisers have been steadily rising. This has forced many advertisers to curtail schedules or use fewer media. More flexibility in advertising units will permit more frequency, the use of larger lists and, in McCall's opinion, create more advertising use.

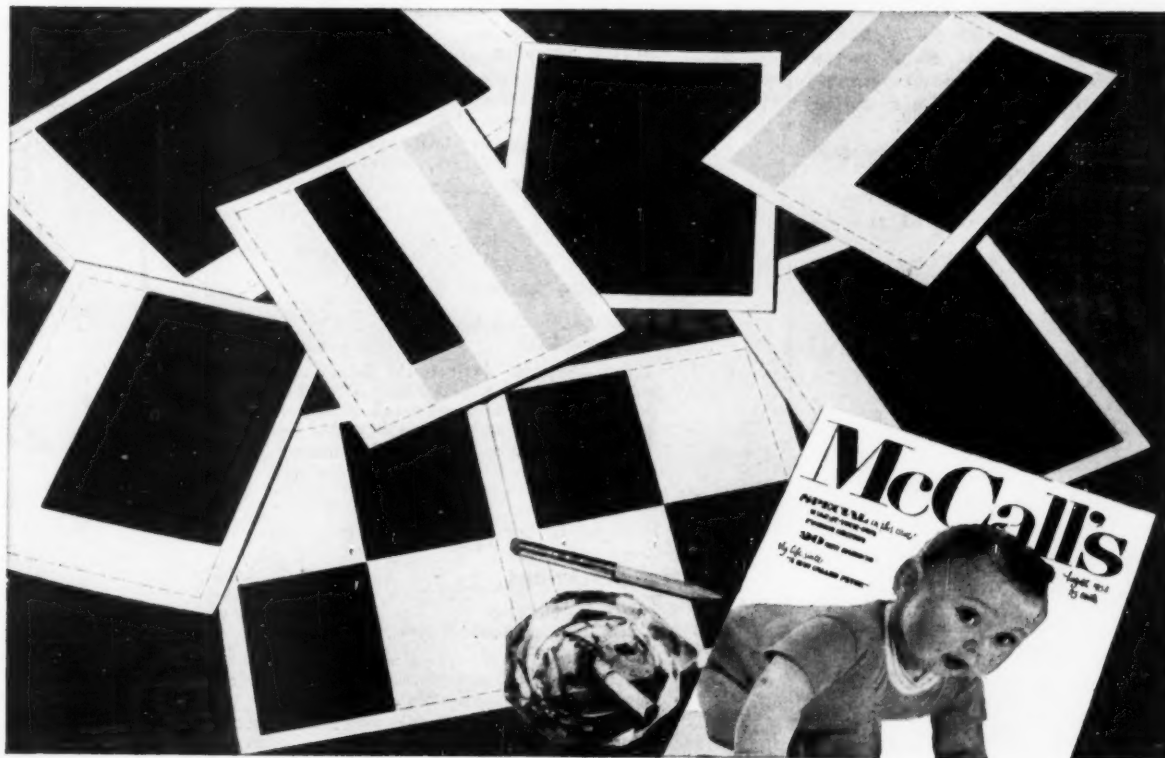
Still the introduction of any new unit had to be considered in terms of the appearance of the magazine, the advertiser and the reader. For

"jungle" pages confuse the reader and hurt the advertiser.

**That is why** some of the new partial page units, which first appeared in Canadian publications, have been under study by American magazines for some time. As a result of its own studies McCall's now offers partial page units which are of maximum value to the advertiser and enhance the appearance of the magazine.

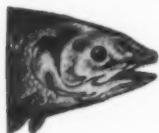
The new partial page units are bound to present an interesting challenge to the creative people in agencies. Having studied them at length before accepting them, we may have some suggestions to offer. McCall's is only too glad to work with agencies for the most effective use of the new units.

**Along with the new units, McCall's is offering the benefits of an exclusive new printing process to full-page, 4-color advertisers.** The new development enables the advertiser to submit a set of 4-color, 429-line plates for use in producing a 680-line page advertisement—at the 4-color page rate without premium.





good fishing\*



*If you're fishing for ways and means to make your direct mail more attractive and more effective, call James Gray, Inc.*

*We've learned, in thirty-four years, exactly what bait your mailadvertising needs to lure more business, more sales, for you.*



*Best of all, you needn't cast around for service when you call James Gray, Inc. Because we are direct mail specialists, we'll attend to all the phases of any assignment . . . from the ideas that spark your sales campaign right through to final distribution. One call brings you complete facilities for lithography, printing, letter production and mailing.*



*Get economical, efficient service for all direct mail needs . . . get on the line to James Gray, Inc.*

*\*Ask us how we help The Epicures' Club hook a mail selling success.*



216 East 43rd St.  
New York 17, N. Y.  
MUrray Hill 2-9000

lettercraftsmen  
lithographers  
printers

# Sales Management

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SALES MANAGEMENT



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## Finds and sells

### new markets!

Industrial Equipment News will find you new customers, new markets, and help you to keep them.

New products, new applications, come so fast that, no matter how efficient a sales department may be, it is impossible to keep up with potential buyers without a *systematic, all-inclusive locating device*.

The device, IEN, is already here and functioning successfully.

You start with your 62,000 best prospects, all selecting, specifying or purchasing officials in active, well-rated plants in 28 industries. A few thousand consultants and government officials are included.

Every month you lay before this reservoir of buying power an illustrated and indexed description of your products. Each of these users is looking for products just as fervently as you are looking for new customers. Buying action from new customers, perhaps in unsuspected industries or departments, results.

That's IEN! And the cost is only \$1,800 a year for 62,000 monthly calls; less than 1/4¢ per call.

### TO HELP YOU SELL, ASK FOR:

1. The IEN Plan ☐
2. How to write a product news release ☐
3. How to prepare the most productive ads ☐
4. How to cash in on inquiries ☐
5. NIAA Report ☐
6. CCA Audit ☐

**Industrial  
Equipment  
News**



MEMBERS ARE 3 (IEN) S. U.S. CANADIAN BRITISH

Thomas Publishing Company  
461 Eighth Avenue, New York 11, N. Y.

"lower  
in cost,"  
says....

**Wank and Wank**  
ADVERTISING AGENCY  
421 BUSH ST. - SAN FRANCISCO - GARFIELD 1-1811

Wall Street Journal  
421 Bush Street  
San Francisco, Calif.

June 24, 1953

Our 27th Year

Gentlemen:

You'll be interested, I think, in our current tabulation of responses to the Siskiyou County advertising. The campaign is one of those rare programs that can be tabbed pretty accurately by inquiries.

Funds permitted placing schedules in all metropolitan newspapers in this area. The Journal was the only other publication used. All papers, including the Journal, carried a comparable schedule of insertions.

Numerically, the Journal produced just about the same number of traceable inquiries during March and May as any other newspaper, and in April the Journal topped the list.

Costwise, it is obvious that the Journal was substantially lower in cost per inquiry than any other paper used.

It's interesting to note that the Journal far outpulled all other papers on the ad captioned "Want a real rest?"

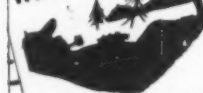
Very truly yours,

WANK AND WANK

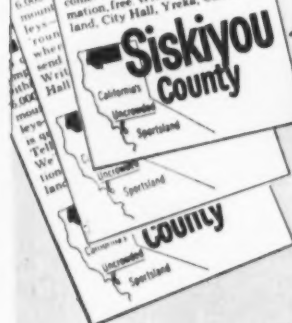
M. E. Wank  
M. E. Wank

AN ASSOCIATION OF ADVERTISING AGENCIES

Want a real rest?



Visit Siskiyou County, at the top of California, and relax where there's plenty of elbow room. Over 6,000 square miles of magnificent mountains, lakes, streams and valleys—yet easy to reach the year around. Tell us when you want to come. We'll send you helpful information, free. Write Siskiyou Sportland, City Hall, Yreka, California.



"far outpulled  
all other papers"...

ABC Circulation: 250,208 (6 Months Average)

**THE WALL STREET JOURNAL**

Published at

•NEW YORK  
Eastern Edition  
44 Broad Street

•CHICAGO  
Midwest Edition  
12 East Grand Avenue

•DALLAS  
Southwest Edition  
911 Young Street

•SAN FRANCISCO  
Pacific Coast Edition  
415 Bush Street



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

## EDITORIAL

EDITOR ..... Philip Salisbury  
MANAGING EDITOR ..... A. R. Hahn  
ASSOC. MANAGING EDITOR ..... John H. Caldwell  
SPECIAL FEATURE EDITOR ..... Lawrence M. Hughes  
SENIOR ASSOCIATE EDITOR ..... Alice B. Ecke  
ASSOCIATE EDITORS ..... Harry Woodward,  
Philip Patterson, Lester B. Colby  
CHICAGO EDITOR ..... David J. Atchison  
WASHINGTON EDITOR ..... Jerome Shoenfeld  
ROVING EDITOR ..... A. G. Mezerik  
CONSULTING ECONOMIST ..... Peter B. B. Andrews  
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EDIT. ASSISTANT ..... Judith Recht  
READERS' SERVICE BUREAU ..... H. M. Howard

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SALES PROM. MGR. .... Christopher Anderson  
ASS'T. PROM. MGR. .... Madeleine Roark  
PRODUCTION MANAGER ..... Nancy Buckley  
ASS'T. PROD. MGR. .... Ellen Knauff  
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NEW YORK 16, N.Y. (386 Fourth Avenue;  
Lexington 2-1760): Merrill V. Reed, W. E.  
Dunsby, Wm. McClenaghan, Randy Brown,  
Jr.

CHICAGO 1, ILL. (333 N. Michigan Avenue;  
State 2-1266): C. E. Lovejoy, Jr., W. J.  
Carmichael.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419, Santa Barbara  
23612): Warwick S. Carpenter.

## SUBSCRIPTIONS

DIRECTOR ..... R. E. Smallwood  
SUBSCRIPTION MANAGER ..... C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

## SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
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Bldg., Philadelphia 10, Pa.

## OFFICERS

PRESIDENT AND PUBLISHER ..... Raymond Bill  
GENERAL MANAGER ..... Philip Salisbury  
SALES MANAGER ..... John W. Hartman  
TREASURER ..... Edward Lyman Bill  
VICE-PRESIDENTS ..... C. E. Lovejoy, Jr.,  
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Copyright August 1, 1953 by Sales Management, Inc.

Member



August 1, 1953 Volume 71 No. 3

# BBDO *Newsletter*

- ① Chrysler Four
- ② Lazy Husband
- ③ Nose Knows
- ④ Worry Ender



① **Chrysler** opened its new dramatic show last month with the largest starting network in television history. Each week *Medallion Theatre* (Saturdays, CBS-TV) is "owned" by a different Chrysler Corporation car: Chrysler, De Soto, Dodge or Plymouth. Each car's program has its own announcer or announcing team, chosen for appeal to potential buyers of that car. Bill Spier is the producer.



② **Gold Bond's** "Lazy Husband" has made a hit with consumers and paint dealers alike, according to National Gypsum Company, BBDO Buffalo client. Appearing in a novel format, this whimsical character opened the 1953 Gold Bond Velvet campaign in *Life*. Response to the merchandising package built around the series by this client indicates a busy future for the "Lazy Husband."



③ "When a woman wants to know if something is really clean... she uses her nose." That was the headline of first advertisements in this new campaign for Lever Brothers' Surf. Supplemented by 24-sheet billboards and radio and TV commercials, ads employ dynamic pictures and a yellow border to dramatize the copy theme: "When you wash them with Surf, they smell like sunshine."



④ **Who** wouldn't like to end his winter worries now for as little as \$3.98 a week! These *Post* ads show common heating problems, tell why American-Standard Warm Air Heating is the right solution. Note how the dealer is brought into the picture by reference to his listing under "Furnaces" in the "Yellow Pages" of the telephone directory. American-Standard is a client of BBDO Pittsburgh.

**BATTEN, BARTON, DURSTINE & OSBORN, INC.** *Advertising*

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

AUGUST 1, 1953

The Saturday Evening  
**POST**

**is**

**TOPS**



Leads again in advertising lineage for the first 6 months of 1953

<b>Post</b> .....	<b>2217</b>	pages
<b>Life</b> .....	<b>2117</b>	pages
<b>Look</b> .....	<b>716</b>	pages
<b>Collier's</b> .....	<b>654</b>	pages

**TOPS**

its own record for 6 months' advertising revenue ('41,650,391)

**TOPS**

in newsstand sales among weeklies (A.B.C. 1,844,444 first quarter)

**TOPS**

its previous high for single-issue circulation (Feb. 14—4,934,764)



- gets to the heart of America

# NOBODY IN NEW YORK

*knows how to get*

**SUNDAY**

**CIRCULATION**

*in America's 11th*

*county back to*

**1946 levels (losses**

**range to 33,861)**

*... because the*

# NEWARK NEWS

***gained 29,464 Sunday***

***(since its start in '46)***

Newark 1, N. J.

O'Mara and Ormsbee



A DATE WITH THE DOCTOR . . . but no mommy has to bribe her bairn to see this Doctor. She's Dr. Frances Horwich, whose TV program for kids is a smash hit.

## The Human Side

### The Wonderful Dr. Frances

There's a rumor around in TV circles that if one of NBC's best programs is a success it's all an accident. NBC doesn't exactly deny it, either. The program is the popular "Ding Dong School," less than six-months-old, sponsored by three well-known companies and featuring a prominent educator, Dr. Frances Horwich. It is presented five days a week—Mondays through Fridays—midmorning. It's a show for kids—a show with a difference. But here's the rumor: When the show was conceived, NBC sent one of its boys out to Chicago's Roosevelt College to interview a woman professor who, the network's top brass had heard, would be a natural for the format. When the NBC man got there he had forgotten the professorial name. The receptionist, trying to be helpful, reeled off a string of names until she got to Horwich. "That's it," said the NBC-er. Before the mistake was discovered Dr. Horwich had been signed and delivered. And a break for NBC that was.

Ding Dong School is triple-sponsored by Scott Tissue Co., General Mills, Inc., and Minnesota Mining & Mfg. Co. They signed in that order, a month apart. And each of them feels it has latched onto a very good thing, indeed. This is all the more surprising when you consider that at the onset no one, not even NBC, would have given much for Ding Dong's chances. The format was so new, such a quiet, restful sort of kid's show, it was odds on in TV circles it would simply expire in a little sigh. The moving force turned out to be Dr. Horwich, who has kids the length and breadth of the land behaving like angels—at least while she's doing her turn.

The show's format is deliberately paced to a pre-school, three-to-four year, level of interest and understanding. And it is such an informal, wispy sort of show that in telling what happens on a typical half-hour, you might be tempted to ask, "Is that all?"

# WOAI

**the most POWERFUL  
advertising influence  
in the Southwest!**

IN BEXAR COUNTY

	WOAI	Station B	Station C	Station D
DAY	105,711	85,860	70,608	47,237
% WOAI GREATER AUDIENCE		23.1%	49.7%	123.7%
NIGHT	91,265	75,336	56,261	48,245
% WOAI GREATER AUDIENCE		21.1%	62.2%	89.2%

**WOAI has MORE families OUTSIDE Bexar County  
than the next three stations COMBINED!**

DAY			NIGHT		
<b>WOAI</b>	Station B	73,784	<b>WOAI</b>	Station B	59,924
	Station C	67,653		Station C	33,306
272,106	Station D	40,270	542,412	Station D	12,933
272,106		181,707	542,412		106,163
<b>49.7% MORE!</b>			<b>410.9% MORE!</b>		

**WOAI is the most listened to  
station in 79 COUNTIES with more  
than 345,000 radio families!**

Ask Petry for full report

EDWARD PETRY & COMPANY, INC.  
NEW YORK—CHICAGO—LOS ANGELES—ST. LOUIS  
DALLAS—SAN FRANCISCO—DETROIT

Note: All figures SAMS

AUGUST 1, 1953



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## *A Special Service*

### CORPORATE CHRISTMAS GIFT SUGGESTIONS

**T**HE editors of SALES MANAGEMENT have just finished an analysis of comments from more than 1,200 readers on the most popular items they have used for corporate Christmas gifts—to employees, customers, dealers, distributors, prospects.

They will be glad to offer their services — without charge or obligation—to any reader who may be puzzled as to what to give this year. All that you need do is write us the answers to these questions, and our reply will suggest both items, with price range, and suppliers.

How many names are on your list?

Approximately how much will you spend per gift?

Will you want several items? ... in different price ranges?

Which type of gift do you prefer to give: For home use? for office use? for personal use?

If you buy direct from supplier how much notice can you give him?

Will you want him to ship to names supplied by you or make delivery to your office?

Please address your letter to . . .

**Business Gift Editors,**

### **SALES MANAGEMENT**

386 Fourth Avenue  
New York 16, N. Y.

---

Dr. Horwich plants hyacinth bulbs before the cameras, puts her unseen audience through a few simple exercises, tells stories, plays records, introduces talented guests (one toddler played a bass fiddle) and generally adapts herself to a three-year-old level. But it comes across. Letters have poured in from the start. (One Monday there were over 2,500.) Children dictate fan mail to Dr. Horwich, mothers send grateful notes. And educators have praised the show. Primary and kindergarten teachers, especially, write to say that they're using the program as a definite part of the day's activities. Teacher training institutions are planning to incorporate the show in their methods courses and school administrators have let Dr. Frances know that they watch her daily for new ideas.

As the show opens Dr. Frances is sitting on a big, low hassock, with shelves crammed with toys and books in the background. "Hello," she says in a come-climb-in-my-lap voice. "What did you do yesterday? . . . You did? I knew you would! It was such a nice day I just knew you'd play outdoors."

TV has been a new direction for her. And the thing that's impressed her most is the informality of the medium. "The first time one of those wonderful prop men called out, 'Hey, Frances, get up so I can move that hassock,' I almost fell off the thing," she laughs.

An NBC executive called up an editor friend in the early days of Ding Dong School and said, "Say, we've got a new show over here—Ding Dong School—that's either the worst show we ever pitched up or the best. Right now I just don't know." Now he *knows*. For the June Nielsen rating showed that Dr. Frances' Ding Dong School had a rating of 7.1 representing 1,073,000 homes. The opposing program was none other than Arthur Godfrey's. He had a rating, for the same period, of 6.3—1,004,000 homes. When Frances heard that she did fall off her hassock.

And the acid test of the success of a kid's program is if the manufacturers of children's toys jump on the bandwagon. In the fall there'll be a line of Ding Dong toys. Furthermore, RCA-Victor has issued a set of Ding Dong School records and soon there will be seven Ding Dong School books. The seventh is for the parents!

You might also reasonably ask, "Why do three big companies sponsor such a program? Don't mamas park their kids in front of the screen and forget 'em until it is over?" Yes, but NBC outfigured the mamas. Five minutes before the program ends Dr. Frances says, "Now call Mommy and tell her to bring her pencil." "Mommy" then is told what supplies will be necessary for the next day's session: pencils and crayons; paste, perhaps; paper and scissors. And after that's finished the announcer steps in with the commercial. It couldn't be sweeter.

BETTER THAN SYRUP OF FIGS for unruly kids, is a half-hour visit with Dr. Frances.



SALES MANAGEMENT





1. Put it in writing — say it with style —  
Have it wind up in the circular file?



2. Phones have been known to speed up sales,  
But sometimes the yak-yak technique fails.

## WAYS TO DO BUSINESS (and the best way)



3. Using old-fashioned travel, you're tired and late,  
Others get the business — you get the gate.



4. The efficient approach is the personal way,  
Make it quick — by CAPITAL . . . watch it pay!

Your business goes more smoothly when given  
on-the-spot attention . . . You go more smoothly, too  
— *many times faster* — and often more economically —  
when you fly Capital Airlines!



Over 500 flights daily between 75 major cities

# Capital

AIRLINES

AUGUST 1, 1953



*Gene Wedereit, director of advertising for Tube Turns, Inc., and the Girdler Corporation, Louisville, Kentucky, studied art at Milwaukee State Teachers College. He joined the E. F. Schmidt Company of Milwaukee, and became Vice President in charge of Creative Service, a position he left to take up his present work. He is a member of ANA and DMAA. In 1948 he was elected director-at-large of the NAAA and re-elected in 1950. In 1951 he became vice president and was elected president in 1952.*

**Gene Wedereit**

## ***NBP has found a formula...***

.....

***"The fact that National Business Publications has found a formula for affinity between ABC and CCA-audited business publications is a mighty good sign that advertisers are going to get the inevitable benefits of unified thinking, planning and action from their most important media of promotion."***

*—Gene Wedereit*

### ***NBP has indeed "found a formula!"***

By combining paid circulation and controlled circulation publications in one smooth working group, NBP has made publishing—and association—history. Since April, 1951, when NBP membership was opened to any publications audited by ABC or CCA, or both, the number of magazines in the NBP group has jumped to

147 with a combined circulation of more than 3,400,000, making NBP the largest organization of its kind in the world.

Because NBP members are constantly working together to create better publishing values, advertisers can look forward to continually increasing benefits in this, their most important medium of promotion.



First for the Business Press

## **NATIONAL BUSINESS PUBLICATIONS, INC.**

1001 FIFTEENTH STREET, N. W. • WASHINGTON 5, D. C. • STerling 3-7535

*The national association of publishers of 147 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 3,440,542 ... audited by either the Audit Bureau of Circulations or Controlled Circulation Audit, Inc. ... serving and promoting the Business*

*Press of America... bringing thousands of pages of specialized know-how and advertising to the men who make decisions in the businesses, industries, sciences and professions ... pinpointing your audience in the market of your choice. Write for complete list of NBP publications.*

You Get the  
**MOST**  
When You Get the  
**'POST'**

**ST. LOUIS POST-DISPATCH**

## Sell the St. Louis Market the Way Furniture and Household Dealers Do

Leading St. Louis furniture and household  
dealers sold their share of the \$140,000,000  
furniture and household market in 1952 by  
using 2,455,698 lines of advertising in the

## ST. LOUIS POST-DISPATCH

the medium which gives you the most  
thorough and economical coverage  
of the St. Louis market

Circulation: Over 470,000 Sunday, Over 400,000 Daily

### NATIONAL ADVERTISING OFFICES

New York  
521 Fifth Avenue, 17  
J. V. AMBROSE, Manager

Chicago  
Tribune Tower  
E. M. ROSCHER, Manager

Florida  
311 Lincoln Road, Miami Beach, Fla.  
THE LEONARD CO.

### PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco  
625 Market St., 5  
Los Angeles  
520 W. Seventh St., 14  
Seattle  
603 Stewart St., 1  
Portland  
520 S. W. 6th Ave., 4

SALES MANAGEMENT



# COMMENT

## Is Friendship Ignored?

Two veterans of the head table were making pre-speech small talk. "Tell me," said Jack Lacy, Lacy Institute, to Will A. Foster, vice-president, Borden Cheese, and vice-president, Sales Executives Club of New York, "why do you suppose the people in the audience today have come to hear me?"

"There are three major reasons," replied Foster.

Will Foster named them, and in this order:

Friendship with other club members.

For ideas each man can take back to his own business.

Confirmation of a person's own beliefs on a particular problem.

How many of us would have put friendship first? Isn't it true that in our search for more scientific sales management we tend to ignore the role of friendship in our sales relations or the development of cordial feeling with our customers and prospects?

While friendship should never be made a substitute for ability of people in sales work to give good advice, or for quality of the product, perhaps we should have more comment on its proper place in selling.

## Dentists Are Sore

*The Journal of the American Dental Association* has just landed a solid punch at advertising. It says in the July issue:

"... the hucksters' puffs of dental creams and dental powders are deplorable, exasperating and embarrassing.

"Many of these puffs and superclaims are on the same low level as those made for discredited cancer cures and arthritis remedies. Even though the use of overpuffed dentrifices, unlike the use of overpuffed cancer remedies, rarely ends disastrously, it is disconcerting to dentists to witness the huckster taking advantage for financial gains only of an education program designed by the profession to improve public health."

Dentists are sore. At their Council on Scientific Sessions in Cleveland, Sept. 28-Oct. 1, a five-man symposium will discuss therapeutic dentrifices.

"It is not to be expected that the symposium will unhorse the hucksters," says *The Journal*, "but it is hoped that the scientific evidence presented at that time by the battery of unbiased researchers will bridle the exuberance of advertisers so effectively that they will be forced to ride less roughshod over the public in the future."

Those are harsh words to be hurled at anyone's advertising — tougher, in fact, than have been used to describe pseudo-scientific, competitive cigarette advertising. Obviously, it is time for the dentrifice industry to take stock of its public relations.

## Move the Mountain to Mohammed



Mohammed as noted in his parable, once believed in the power to move mountains. Of course, he failed.

Today, however, you have the power to move more than mountains. You can demonstrate by dramatic motion pictures anything from jet planes to toy automobiles with TSI "Suitcase" 16mm Projectors.

Over ten years of experience and thousands of TSI "Suitcase" machines in service today prove the exceptional advantages of these projectors in industry and sales.

### NOTE THESE EXCLUSIVE ADVANTAGES—

**Complete Self Operating Unit**—No reels of film to thread—no screen to set up—no sound speaker to engage—all these features are together in the one unit case.

**"Flick" It's On**—Just plug into any 115 volt electrical outlet, AC or DC, and with a "Flick" of its switch the TSI Projector is on and running.

**Automatic Rewind**—Due to exclusive 16mm film magazine—film is automatically rewound—no rethreading necessary—magazine is power driven. It's ready to go after every show.

**Daylight Operation**—No need to draw shades or draperies. Crystal clear pictures are projected on the self contained screen in any lighted room.

**Compact**—Model D or H (DeVry or Bell and Howell mechanism)—135 sq. inch screen—only 40 pounds. Easy to carry. Case size—14" x 22" x 12"

- ★ Forced air cooling.
- ★ Projects sound or silent films.
- ★ Projects black and white or color films.
- ★ Magazine Capacity—800 ft. 16mm film—(22 min. sound—32 min. silent).
- ★ Magazine or conventional reel arm projection (up to 2000 ft. 16mm film).
- ★ Designed and built by the pioneers of suitcase projectors.



"Movieomatic" Model M only 27 pounds—10" x 12" x 20". Ideal for sales calls.

Write today for illustrated brochures featuring TSI Suitcase Projectors.



**TECHNICAL SERVICE, INCORPORATED**  
Dept. A-1 30865 Five Mile Rd.  
Plymouth, Michigan, U.S.A.

Custom Mfrs. of Electronic and/or Mechanical Equipment



This  
is  
interest



This  
is  
**ENTHUSIASM!**

# *The* **AMERICAN WEEKLY** *creates* **ENTHUSIASM\***

One reason for The American Weekly's continued gains in advertising revenue  
is that it reaches a minimum of 1 out of 5 families in 765 key sales cities  
... dominant coverage no other national magazine can match!

*\*Enthusiasm is interest raised to the buying pitch!*

## Who Reach Top First?

"That make much trouble," says Tenzing Norkey, the Sherpa, who along with Sir Edmund Hillary, the New Zealand beekeeper, are the first and only men to climb Mt. Everest.

Tenzing and Hillary steadfastly refuse to say who was "first" to reach the summit.

"I like to say both got top together almost same time. If you everybody write that way, no trouble."

This Nepalese guide has taught all of us a lesson in the team spirit.

Without Hillary, Tenzing knows he could not have been "first," and Hillary recognizes without Tenzing, he would not have been able to surmount the summit. And both are quick to point out the necessity for the 300-man support party.

Let's remember Tenzing expressing himself in halting English when we feel particularly chesty about how we — and we alone — bagged that big order. Let's remember that without support in the factory and all the way up to the last two feet of the sale we, as individuals, would not now be enjoying the rewards of success.

## They're Not So Tough!

Is it harder to sell in New England than in other markets of the United States? Does the traditional conservatism of New Englanders scare sales representatives? Must you select a certain type of salesman for your Yankee calls?

With tongue in cheek, we suspect, the Sales Managers Club of the Greater Boston Chamber of Commerce has surveyed a number of national firms selling in the New England market. The answers will reassure the most timid new salesman. Many a transplanted outlander has done very well for himself and his company.

Says Harold L. Hart, assistant sales manager, The Fuller Brush Co., Hartford, Conn.:

"Our Hartford branch is our third largest branch office in total volume. This wasn't always so.

"Not too long ago, Hartford was one of our low-producing branches because managers felt you couldn't sell in New England and especially near the home office. Within the past eight years we have had two managers here (one was promoted) who felt that Connecticut and part of Massachusetts offered real sales opportunities. I can give you more instances in Boston, Portland, Me., and Providence.

"It has always been our contention that there are no poor areas but poor managers and dealers. We simply break down territories according to population and classify population. Then we figure that wherever there are people, we have a market for Fuller."

Further, New Englanders apparently don't want to be treated differently. Says John Adam, Jr., past president, Sales Managers Club, and vice-president, Central Mutual Insurance Co., with home offices in Van Wert, O.:

"Let's not talk any more about the New England market being different from the others. It is no more different than the Philadelphia and the New York markets, and the differences between sections of those two markets themselves. . . . Let's take the hair shirt off the New England market!"

**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.

**The Courier-Journal**  
**THE LOUISVILLE TIMES**

Owners and operators of  
Station WHAS and Station WHAS TV  
372,946 DAILY • 301,686 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.



## EXECUTIVE roll-around WHITEBOARD EASEL

This deluxe and ultra modern Whiteboard has 2 sides, both for use with the large paper writing pads or charts of every type. All aluminum and mounted on ball bearing casters. This great Executive Easel will grace the finest conference room. Write, wire or phone for literature to:

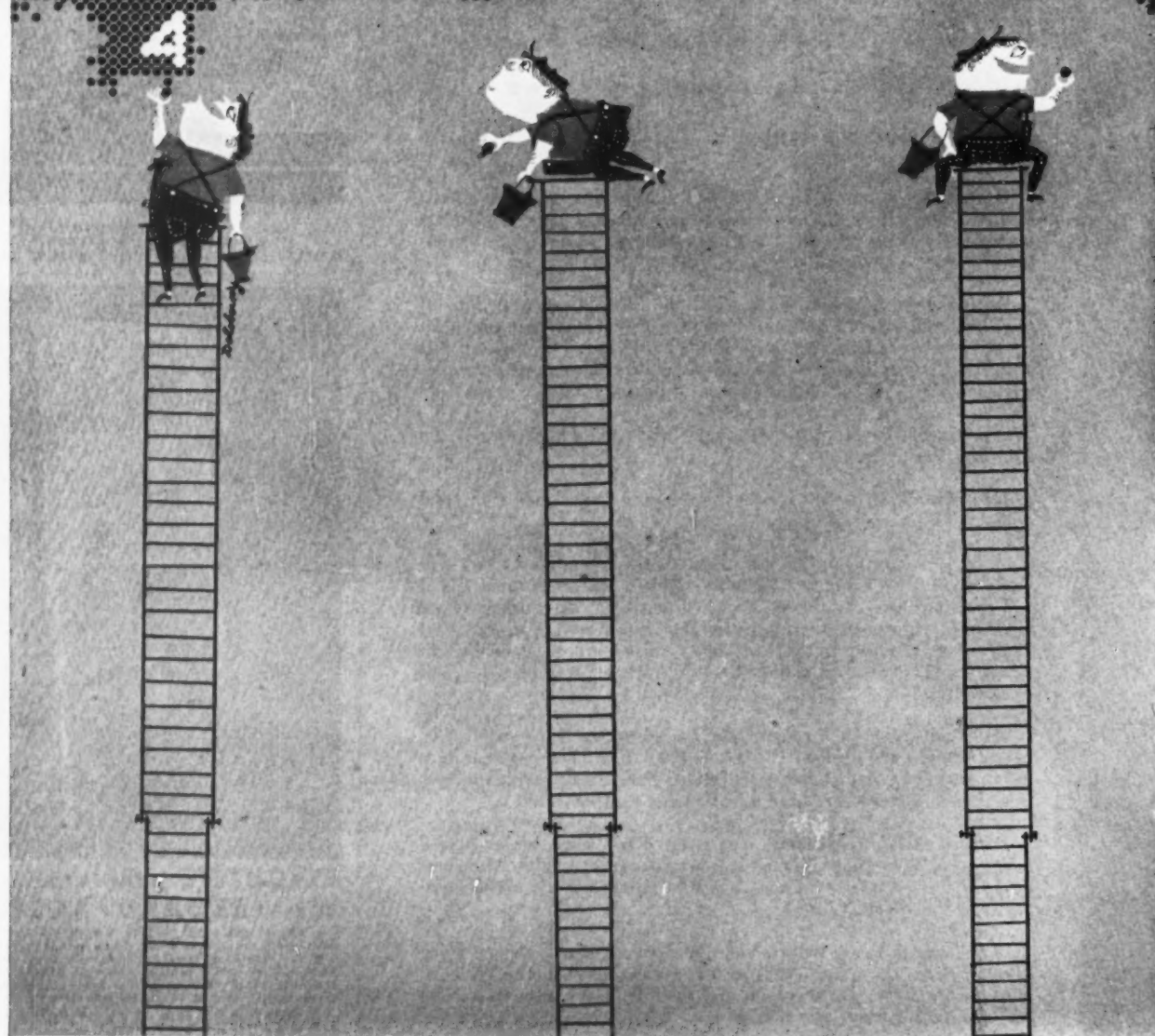
**ORAVISUAL CO. Inc.** 68 Jackson St.  
Stamford, Conn.

# -NBC IS AMERICA

1.NETWORK COVERAGE

2.HOMES DELIVERED

# 3.TOP PROGRAMS





# 'S NO. 1 NETWORK—



## Most of the Top TV shows are on NBC

Out of the top ten shows—those with the largest audiences—*six* are on NBC-TV.

Of the top twenty, *twelve* are on NBC-TV.

Even more important, 76% of NBC's shows are in the top half of *all* network commercial TV programs. Only 54% of the No. 2 network's attractions are in this select group.

Obviously, then, your program will have definitely the best opportunity for the largest audience on NBC. Another reason why **NBC is America's No. 1 Network.**

Soon . . . further proof.

**NBC's Audience Advantage is to Your Advantage . . . Use It.**



*a service of Radio Corporation of America*

**SOURCES:** *Nielsen Television Index; January-April, 1953, Averages*

**NOTE:** *The accuracy of the above data has been verified by the A. C. Nielsen Company*

**PHILADELPHIA CITY ZONE**

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
THE LARGEST CIRCULATION

## 3 BULL'S-EYES IN 1 TARGET

**PHILADELPHIA 8-COUNTY  
METROPOLITAN AREA**

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
THE LARGEST CIRCULATION

**PHILADELPHIA 14-COUNTY  
TRADING AREA**

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
THE LARGEST CIRCULATION



"Delaware Valley," "The Workshop of the World," "The New Eastern Industrial Metropolis"... no matter what you call it, one fact is always the same:

*In the Greater Philadelphia Market  
The Evening Bulletin is the daily  
newspaper with the largest circulation*

**In Philadelphia nearly everybody reads The Bulletin**

**THE EVENING BULLETIN**

Advertising Offices: **Philadelphia**, Filbert & Juniper Sts.; **New York**, 285 Madison Ave.; **Chicago**, 520 North Michigan Avenue. Representatives, Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco

# TRENDS

As seen by the Editor of Sales Management for the fortnight ending August 1, 1953

## HOW'S BUSINESS?

As you look around at American industry and trade you see what might be termed "selective prosperity," with the majority of manufacturers, wholesalers and retailers running ahead of last year but with conspicuous exceptions.

An argument for a well-balanced line can be seen this summer in the stores that sell appliances. Those without a good air conditioner are in the doldrums, for such items as refrigerators and TV sets are lagging well behind the year-ago pace, and consumers are holding off for wider trade-in allowances and discounts.

In the automobile field "the big three" are getting bigger and their proportion of recent business has jumped from 85% to around 90%.

Most of the experts say that the volume of consumer credit outstanding is not dangerously large in relation to national income, but nevertheless the consumer debt structure is towering. At the end of 1946 consumer credit totaled only \$8.4 billion; in the spring of 1952 it hit \$21.0 billion and today is in excess of \$26.7 billion. Automobile financing is the biggest factor in that debt total.

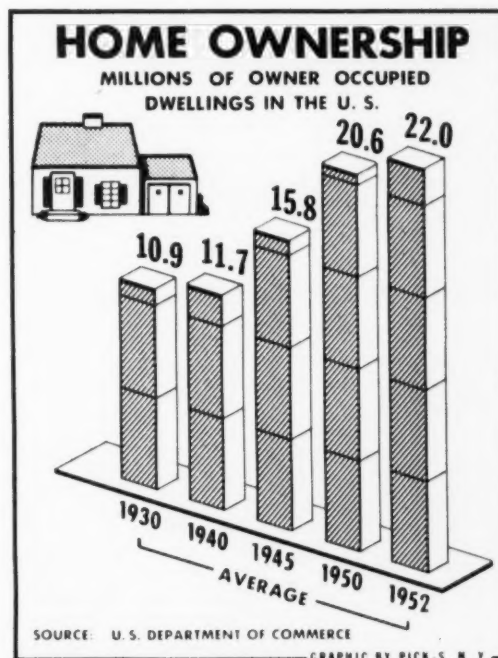
But while some of our appliances are increasingly harder to sell, other items are booming. The hot weather has acted as a shot of benzedrine for the clothing makers and merchants, the great addition in the number of new homes has helped the power lawn mower business register a 20% increase—and all around us we see evidence of loose money such as the general increase in attendance and betting at the race tracks, the recent upturn at the major league ball parks and, once again, long lines at the box offices of moving picture theatres which have a combination of a really good picture and the novelty of 3-D or wide screen and, of course, air conditioning.

## SELECTIVE SELLING

Few weeks back, *Business Week* ran a feature story about the famous S. S. Pierce wholesale-retail establishment of Boston—a wonderful example of a company that keeps itself sufficiently fluid to take advantage of changing conditions without making any radical shifts in its essential character.

As the magazine points out, specialty grocers are becoming almost as rare as Stanley Steamers. Back in the 1930's the original Charles & Co. and Park & Tilford, both of New York, changed hands or went into new fields, while other class institutions such as the Boston *Evening Transcript*, *Scribner's Magazine* and Delmonico's Restaurant simply expired. But S. S. Pierce and Co. has not only survived the onrush of the super markets; it's doing better than ever.

Pierce finds that the quality market is now bigger



and broader than ever, but it has taken a new form. Years ago Pierce and similar houses catered to the elite, selling big orders to a few people.

But—and this is a factor which seems to have escaped the attention of less astute merchandisers—the transition that shrank the carriage trade also upgraded the tastes and the income of the lower-income groups. S. S. Pierce went after this new "upgraded" market.

Roger Preston, the president of the company, is quoted by *Business Week* as saying, "We're a pantry supply house, not a day-by-day grocery. Our aim is to get all income groups to do at least their specialty buying at Pierce. . . . We're conceding certain business to the super markets. Our job is to supplement, to do the job they can't do."

## CONSUMER BUYING INTENTIONS

Various surveys point out that capital outlays by business are now planned to continue rising through the third quarter of the year, but what are consumers planning? A possible answer is found in the 1953 *Survey of Consumer Finances*, under the sponsorship of the Federal Reserve Board. For details on this get June and July issues of the Federal Reserve Board bulletin.

This survey of sample families by the FRB has been going on for nearly five years and the reported trends,

when checked later, have turned out to be more than reasonably accurate.

The current survey indicates that the public is in a spending mood. "In early 1953, consumers appeared to be more in a mood to make major durable goods purchases than they had been since 1950."

All in all, people think (or at least did think earlier in the year) that this is a favorable time to buy, and they expect to buy. We might add: They have bought and are still buying. They are reconciled to the fact that these prices will remain high.

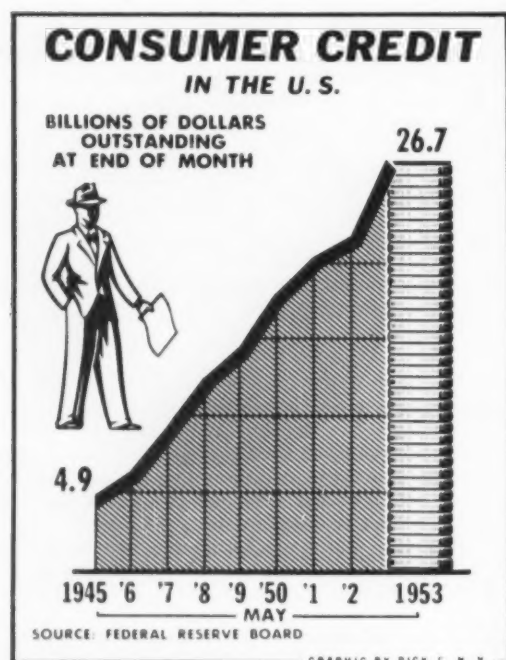
So if this report turns out to be as accurate as previous ones, we can say that it's still too early to write off the boom or to be positive in any predictions that a slump in automobiles or other consumer hard goods will cause a noticeable recession this fall.

## ARE LIST PRICES TOO HIGH?

While the Federal Reserve Board points out that people are becoming adjusted to a higher level of prices, this doesn't mean that they are ready and willing to pay any old price.

A couple of times this year we have raised a question about list prices, and particularly whether Fair Trade prices aren't being set at a level high enough to keep the least efficient retailers in business.

Now we are glad to see another organization, The Research Institute of America, make a seconding motion. In a current bulletin they point out that the manager of S. Klein, bargain store in New York City, made headlines by stating that his store could knock 50% off a nationally advertised watch price-fixed at \$92.50, and still make a very good retail profit because the wholesale price was only \$22.



Let's grant that this may be an exceptional case, but nevertheless it highlights a problem that will grow worse in any slump. Consumers are growing increasingly cynical about "list prices" and this attitude is spreading from the big cities where it started. Discount houses are making their appearance in suburban sections. Outside of New York, for instance, many local stores now have signs in the window announcing, "We give you New York discounts."

The Research Institute thinks that profit margins in general are narrow in many businesses and that an educational and public relations job is called for by manufacturer groups, trade associations, local Chambers, etc., to combat the idea in the minds of consumers that prices generally are inflated, that distributive margins are excessive and that anybody who pays the list price for anything is a sucker.

But it's going to be pretty hard to do this on items where the list price is so high that a retail establishment can knock 20% to 30% off the list price and still have sufficient profit to grow and prosper.

## LOOKING AHEAD

Philip D. Reed, Chairman of the Board, General Electric Co., says that the economy is in a long-term upward trend—that there will be dips along the way, but the major fact is that even during this current boom consumers aren't spending as much of their incomes as they did either in 1929 or 1939.

If they were spending a similar percentage, Reed observes, it would spell a \$7 billion leap in sales.

A reason for long-term optimism is the upturn in births, a trend which was highlighted in the SM-National Opinion Research Study reported in SM's July 1 issue. More couples are having children than ever before and this doesn't apply just to first children. There are 2% more second children, 9% more third children, 13% more fourth children.

The fact that family size is definitely on the rise has basic implications for business. It means need for larger living quarters, whether in apartments or homes—more food, clothes, schools, etc.

## CORPORATE GIFT PURCHASES

Perhaps you were one of the many subscribers who responded to a 17-question survey which we sent out a month ago on the subject, "When a Corporation Says Merry Christmas to Its Friends." The questionnaire brought the astounding return of 51%. The end result will be found in our September 1 issue in a special feature about policies and practices of Christmas giving, and it will be the largest feature section SALES MANAGEMENT has ever published. We're blowing ourselves to the luxury of a four-color cover. . . . Last year 75% of SM's subscribers carried out a policy of saying "Merry Christmas" in tangible form to customers, prospects, employees or suppliers, with an average gift list of 459, and an average unit price per item of \$7.25. Total Christmas gift purchases of SALES MANAGEMENT subscribers are estimated at \$80 million.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





## He's Getting Results ... Are You?

Together with more than 300 other AVIATION AGE advertisers, this man is getting visible results from his advertising ... more sales leads, nine times out of ten, than from all other aviation magazines combined.

In 1953, AVIATION AGE relayed to manufacturers more than 93,000 inquiries from *technical-management* men in all fields of aviation...93,000 requests for help... 93,000 opportunities to land a contract.

If your advertising is already reaching the more than 30,000 *technical-management* readers of AVIATION AGE, ask your sales department to show you their record of

inquiries produced. If you are not now in AVIATION AGE, call your local AVIATION AGE representative. He'll be glad to show you the results your competitor is getting from AVIATION AGE.

To get *results* in the aviation market, tell your product story in AVIATION AGE...

AVIATION'S TECHNICAL MAGAZINE

A CONOVER-MAST PUBLICATION  
205 EAST 42ND STREET  
NEW YORK 17, N. Y.



# Our Dieting Millions: They're Playing Hob With the Food Industry

Never in your born days have you heard so much talk—and seen so much in print—about diets. Major part of the interest centers in reducing and weight control. It's producing changes in products, promotion and advertising.

Part I of article in three parts

BY ETNA M. KELLEY

New Yorkers who had their radios tuned to one of the major radio stations recently, during a peak 45-minute listening period, heard the commercials of three sponsors advertising successively (1) an appetite depressant; (2) macaroni with "less calories"; and (3) sugarless soft drinks.

Though such appeals do not often come three in a row, they are typical of the "lose-weight" bombardment aimed at the public each day via press, radio and TV. This is part of the current battle for the dollars of America's dieting millions.

Here's a rough breakdown of the main categories into which dieters fall:

**The overweight:** 25 million of them, plus 1 million who have the disease of those fearful of becoming overweight.

**The diabetics:** 1 million known, plus 1 million who have the disease but do not yet know it.

**The low-sodium dieters:** chiefly victims of hypertension, heart trouble, etc. Their number is undetermined, but it is obviously large, judging by

the dozens of canners and other processors who are offering low-sodium, salt-free products.

**The allergic:** whose idiosyncrasies vary widely. They form a market for such products as wheatless flour, eggless dessert powders and milk substitutes.

**The underweights:** Their plight is not pertinent to the subject of this article, since many ordinary foods are suitable for them.

Moved by aims varying from the wish to fit into last year's bathing suit to the long-range plan to "lose pounds, look and feel better, live longer," millions are fighting the "Battle of the Bulge." They buy calorie charts, cook books and books on reducing. They buy protein bread, non-fat dry milk, oil-less salad dressings, sugarless soft drinks, water-packed fruits, non-nutritive sweeteners. They visit psychiatrists, join gym classes; they buy bathroom scales and massage machines. The interest in diets is affecting the fortunes of many industries.

It's a merry-go-round. The public

is bombarded with "lose-weight" advice. Many follow it and become a lucrative market for various products. Publishers then issue more "lose-weight" literature; manufacturers produce more low-calorie items and other things which appeal to reducers—and advertise them aggressively. This converts increasing numbers to the practice of dieting to reduce.

Evidence of preoccupation with weight control is widespread. The *Saturday Review* commented recently: "There's no foundation to the report that 'a new magazine has begun publication which does not include in its contents a reducing program involving no diminution in eating.'" (This is a tongue-in-cheek reference to editorial sugar-coating of advice to dieters, implying one may "Eat a lot—and still lose weight.")

Other straws in the wind: Restaurants and railroad diners are offering low-calorie meals to their patrons. A library reports that calorie charts are items most often stolen by readers. Dietetic foods (the term "health foods" is old hat) are now widely distributed, in 90% of the super markets, in addition to other outlets, such as drug stores and health





**ALERT EDITORS** sensed the interest in diets even before the food manufacturers began to take the trend to heart. Magazines and newspapers have been playing diet articles issue after issue, and this publicity, together with the promotion of various health groups and life insurance companies, is steadily encouraging more and more Americans to join the "Battle of the Bulge."

food stores. Clubs are springing up, with such names as "Fatties Anonymous" and "Take Off Pounds Scientifically" ("Tops") — in recognition of the fact that group therapy often helps the obese, who, in many instances, have emotional disturbances.

Is this preoccupation with weight control good or bad? One need only read the obituary columns for evidence that too many persons are dying in what should be the prime of life, because of heart disease and other ailments in which obesity is a contributing factor. Current interest in reducing is useful if it leads only a fraction of the nation's overweight to mend their ways — to take in fewer calories. (Doctors agree that dieting is the only practical cure for obesity, exercise being too slow and inefficient; they also agree that there are very few "glandular" cases of obesity.)

On the plus side of the ledger is the education in nutrition that comes with interest in dieting. The crackpot diets of yesteryear are in disrepute, and current emphasis is on a well-balanced menu, high in all nutrients except calories. It comes as a surprise to many that the same diet

can be beneficial to both the Skinnies and the Fatties in the family, provided the former eat more, or at least increase the proportion of high-calorie foods.

But there are some who believe that the pendulum has swung too far, and that the dieting fad, as they regard it, has engulfed too many of the wrong people. There are numerous instances of young people, teen-age girls, in particular, who are dieting unwisely, eating meals which lack nutrients, sometimes when they are dangerously underweight. The findings of two recent surveys highlight this point of view.

One was the 1952 survey of the Food Habits of [3,489] Young Women, conducted by the Elmo Roper organization for the Cereal Institute. It disclosed, among other things, that while 72% of the homemakers thought it essential for their husbands and children to eat three regular meals a day, only 42% counted themselves in; 15% thought breakfast a meal they might best eliminate or cut down on, and twice as many felt that way about lunch. "Perhaps the most important factor operating against [good] food habits

is young women's interest in losing, or in not gaining weight," the report states.

Even more disturbing were the findings of the 10-year Teen-Age Nutrition Study conducted by Pennsylvania State College, and sponsored by Lever Brothers Co. It showed that a high percentage of the 2,500 young people studied were undernourished. Sample findings: 18.5% of the girls and 19.5% of the boys were underweight. Almost one-half showed skin defects of a type related to nutrition. Significantly, the boys surpassed the girls in many of the medical-nutrition tests, one reason for which was the "unwise self-imposed slimming diets admitted by a large number of the girls." The conclusion was that boys, as well as girls, need better training, better home examples of good eating, and better home provision of food; but the boys made the best showing, because they were not "purposely dieting."

Such surveys do not prove that there is too much dieting to reduce, but that the wrong people may be doing it, and doing it the wrong way.

Many think that the present high interest in dieting may abate somewhat, but there are convincing reasons for believing that weight control will continue to hold the attention of the American public. The claim that obesity is America's No. 1 health problem is supported by reputable health authorities who have no commercial stake in the sale of low-calorie foods. And while it is true that the life insurance companies have an economic stake in keeping people alive longer, this does not detract from the value of their "shed-those-pounds" warnings.

The nation's dieters — the diabetics and low-sodium users, as well as the reducers — comprise a huge market. Business and industry have risen enthusiastically to its demands — have introduced new products suited to its special requirements, modified existing products to make them more acceptable, and called attention continuously, through advertising, to what is available for the 30-million-plus in this group.

The big appeal is to the obese, to such an extent that high-calorie count, for some products, is now a sales handicap. Individual companies and, in some instances, whole industries, acting collectively, are fighting to hold their markets against this new threat. Numerous foods and beverages now have "less" calories than they formerly had, or than competing products have. Bread, milk, bananas, soft drinks — all have "fewer" calories. Very often the food with which

### Looking for an Argument?

Sales Management's editors ran into hotbeds of controversy in researching for the material which is presented in this article, and the sequels to follow.

We have tried to do a fair and objective job of reporting, but so many people are "mad" at us for even making the attempt, that we know there will be folks who want to talk back. We want you to do so! We know this: The extent of the public's interest in diets is already a major factor in the huge food industry, and it shows every sign of becoming more, rather than less important.

Some companies find themselves in a promotional dilemma: Shall they get on the diet bandwagon, or stick to high-energy appeals? Shall they change their present products, or introduce a new low-calorie, or a new low-sodium line? The milk companies (with their fast-growing non-fat dry milks) and the soft drink companies are in this category. Many companies just won't talk for publication, probably as a result of complete frustration about what they can and should say.

Whatever your interest in the dieting trend may be, your comments and criticisms will be welcomed by

The Editors.

the comparison is made is one commonly found in reducing diets — grapefruit, for example. According to current advertising, a Bacardi old-fashioned has "less calories than half a grapefruit," and a Daiquiri has "less calories than a glass of skim milk."

A striking example of this type of fight-for-survival advertising is the current campaign of the American Sugar Refining Co. Under standard "Which-Is-Less-Fattening?" headlines, copy points out that "Three teaspoons of Pure Domino Sugar contain fewer calories than one-half medium grapefruit" (or than one medium apple, two-thirds of a cup of cooked green peas, etc.). With artwork showing the three teaspoons of sugar and the grapefruit, apple, egg or other food named, this advertising has impact on the calorie-counting reader.

Women join reducing classes and "Fatty" clubs in greatest numbers; it is to them mainly that the "fewer calories" advertising is slanted. Doctors report that 90% of those who consult them on weight-reduction problems are women.

A study of the obituary columns, however, indicates that more men than women die because of heart ailments and circulatory diseases in which overweight is a contributing

factor. There's reason to believe that men are slower to acknowledge obesity, and less willing to submit to diets.

A recent switch in the accepted marketing procedure ("Go after the woman dieter.") was the introduction of a "man's reducing plan" by Ann Delafield, in Rexall Drug Stores. According to an announcement from Batten, Barton, Durstine & Osborn, Inc., Rexall's advertising agency, the Delafield Plan for Men is similar to the successful Ann Delafield Reducing Plan for Women, also distributed solely by Rexall. It provides a 10-day supply of appetite-reducing wafers, a 10-day supply of vitamins, and a 100-page book which contains menus, exercises and pertinent advice. The assortment, including the book, retails at \$3.50.

In any analysis of the American phenomenon of mass war against unwanted poundage, we must start with the question, "Who's behind the movement?"

There are two main groups, which we might term the "altruistic" and the "commercial."

In the altruistic group there are the doctors and other health leaders, and associations such as the American Diabetes Association; civic and community leaders; company managements concerned with keeping em-

ployes alive, happy and productive. There are also the insurance companies, actuated by the profit motive in a sense, since it is to their advantage to prolong lives.

In the "commercial" group are publishers, intent on selling books or magazines by "giving readers what they want." (And, today, they want information about dieting.) There are industries acting collectively in the effort to woo dieters, and manufacturers, working individually, to promote the sale of individual products, or of a whole line. Both groups, in a sense, render a service to the public by making it easier for the weak-willed to abstain from "digging their graves with their teeth" by eating too many high-calorie foods.

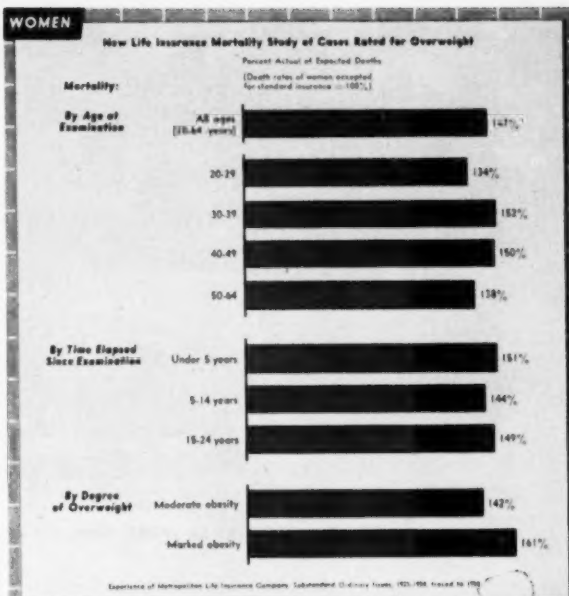
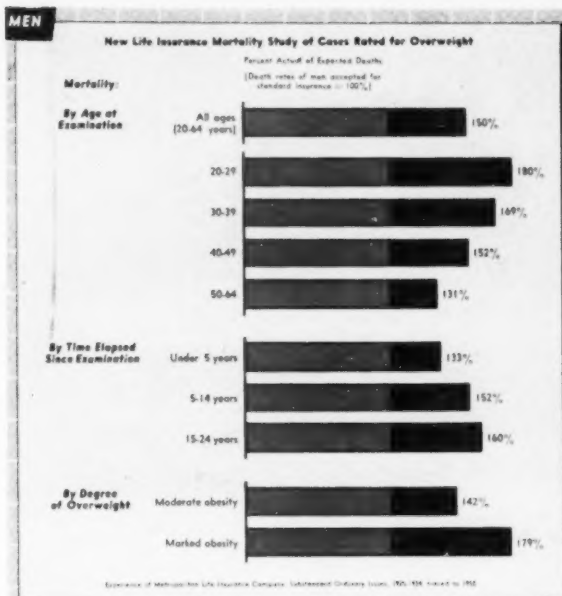
The insurance companies, especially those that sell group insurance, have done a good job of providing health education materials to the public. They work closely with industry, supply posters for plant use, articles to be published in company magazines and other material, a fair percentage of which covers obesity. Insurance firms that have provided many useful educational aids include John Hancock, Mutual Life Insurance Co. of New York, and Prudential. But far out front is the Metropolitan Life Insurance Co., which deserves high praise for its leadership in combatting the nation's obesity problem.

Here are some of the points in Metropolitan's program, which is chiefly addressed to industry, public health workers and community leaders—though the public at large is by no means overlooked:

**A Weight Control Kit:** tailored to individual needs of the user, whether industrial or engaged in community or public health work. Typical enclosures are: weight charts (showing desirable weights by age, sex, height, frame size); a Hidden Calorie folder (listing calorie counts of high-calorie foods); suggestions for meetings, exhibits, etc.; ideas for group weight reduction drives; information about Metropolitan's two films; literature, chiefly pamphlets, among them, "Why Weight?" (telling why one should reduce and how to go about it); the company's classic (in print for 20 years), "Overweight and Underweight."

**Films:** "Cheers for Chubby," an animated short, in color, produced by Jerry Fairbanks in cooperation with the American Medical Association and the Public Health Service. For theater use, there are 35-mm. prints in an 8-minute version and an 11-





THIS IS THE REASON why the present wave of interest in diets is likely to be a permanent trend rather than a fad. Metropolitan's tables on the relation between overweight and mortality

show why the doctors and the insurance companies are doing so much to encourage sensible weight control. Metropolitan's educational drive has done much to heighten public interest in diets.

minute version which includes a live-action prologue and epilogue. For television programs and for community agencies, 16-mm. prints are available in the 11-minute version under the title, "Losing to Win." Released in 1951, the film will have been shown in commercial theaters in cities throughout the U.S. by September of this year.

**Community Programs:** To help those in a position to sponsor group weight control programs, Metropolitan issues a booklet of suggestions telling why such a program should be put on — its goals, how to win support, who might help, and how to get publicity. After the decision to stage a drive has been reached, Metropolitan will help with exhibits and by lending one of its films; it offers a suggested speech to be made by a group leader. City-wide community programs that were highly successful have been carried out in Indianapolis, Louisville, Milwaukee, Richmond, etc.

**Advertising:** The company sponsors 5- and 15-minute radio news broadcasts, with commercials in the form of "Today's Hint for Good Health." Occasionally, the daily hint concerns obesity, with the offer of a pamphlet or other aid to those who request it. The firm also advertises in magazines, with obesity as one of the themes.

In this country there are a million persons known to have diabetes, and another million who have it but do not know it. Each year 60,000 develop the disease, which ranks eighth among the causes of death by disease in the U.S. These estimates come from the American Diabetes Association, a non-profit organization dedicated to help diabetics to adjust to their malady and live with it, and to its early diagnosis. Detected early and treated properly, it seldom interferes with normal, active living, which explains the annual Diabetes Detection Drive sponsored by the organization.

The association publishes a magazine, "ADA Forecast," for diabetics, which contains inspirational and informative personal experience articles, articles by doctors, recipes and menus. A recent issue carried an article by a business executive, relating humorously how he manages to attend a round of business luncheons and conventions, as "one of the boys," without going off his diet, succumbing to coma, or otherwise attracting attention.

Another instance of the ADA's awareness of the business community is its practice of addressing messages to that audience. For example, the president of the society sent out to business papers an Open Letter to Business Leaders, asking their support for the Diabetes Control campaign (moral, not financial), and explaining that diabetics in most cases

keep their regular jobs and that, because of the necessity to keep regular hours, they are exceptionally reliable workers.

Some diabetics control their ailment through diet; others through insulin, or a combination of the two. No matter what the method, it entails rigid observance of the physician's rules, regarding types and quantities of foods eaten. There is some connection between overweight and the disease. Seventeen out of every 20 persons over 40 who have diabetes were overweight when their ailment was diagnosed. "Fat and Forty" is a danger signal, according to the ADA.

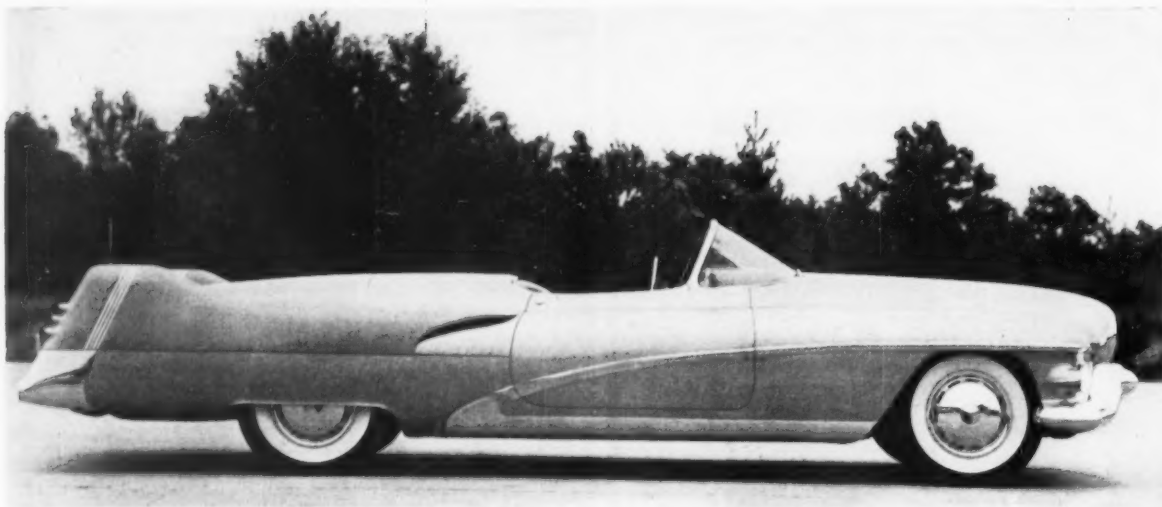
### A Boon to Diabetics

Diabetics form a market for certain sugar-free and low-calorie foods, a market responsive out of all proportion to its numerical size. (A person who diets to lose weight may temporarily "cheat"; the diabetic dares not risk this action.)

The current wave of interest in reducing is a boon to diabetics, as it has resulted in the distribution of a large variety of low-carbohydrate cereal products, and of water-packed fruits and vegetables, and of others sweetened with non-nutritive saccharin and Sucaryl. It is interesting to note that a number of the founders

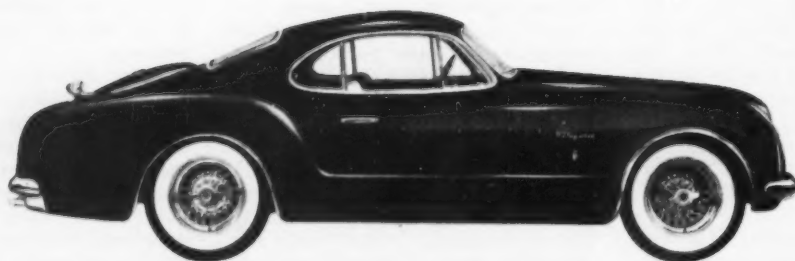
(Continued on page 92)





GENERAL MOTORS LE SABRE: Seats are warmed like electrically-heated flying suits . . .

## Let Your Customers



CHRYSLER'S D'ELEGANCE: An adjustable steering wheel to fit people of different sizes.

While he seldom admits it, the man at the wheel of one of Detroit's chrome-plated, overstuffed de luxe stock model automobiles, fancies himself something of a card. He has a secret yen to acquire a beat-up 1913 Ford and restore it, and at the same time to slide behind the wheel of one of those 195x's futuristic jobs.

But as Chrysler discovered to its sorrow in 1934 with its ill-fated Air-flow design, the American auto buyer is an evolutionist, not a revolutionist, when he comes to trade in his 1952 model for a 1953, and his 1953 for a 1954. So Detroit makes up just one of each of its dream boats of the future and places them on display at

automobile shows in key cities.

Americans crowd around Detroit's dream creations and dub them "sports" cars, which actually they are not. But whatever people call these cars, they seem to have an electric effect on auto buyers, drawing them to auto shows where they see stock models found in any dealer showroom. And people go away feeling that they have been taken behind the scenes of automobile design.

General Motors "Y Job," for example, built by Buick in 1938, was mistaken 10 years later by some as the forthcoming 1949 Buick. Many features of the "Y Job" are to be found in today's General Motors cars.

Auto makers have built a great industry by whetting buyers' appetites for new models. While Americans "ooh" and "ah" over the beauty of experimental cars, the makers' engineers learn about performance of new conveniences, and the sales department studies the public's appetite for them.

With the exception of Kaiser's Darrin, now in production for sports car enthusiasts who want something "different" from the thousands of European cars now on the U.S. highways, the experimental models on these pages are tantalizing glimpses of America's family cars of the future. They look good now.



TIRE CHANGE? Driver pushes a button and built-in jacks lift car . . .



ONE DROP OF RAIN raises top, closes windows.

## Share Your Dreams!

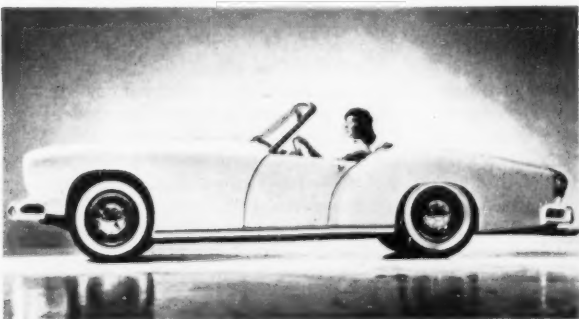
Car makers' experimental models set fire to the public's imagination.



FORD'S XL-500: You push buttons to operate the automatic transmission . . .



. . . in Lincoln-Mercury Division's scarlet Fiberglass body with its all-glass roof. Pick up telephone and up goes antenna at top of windshield.



KAISER'S DARRIN: It's in production and for sale. Doors slide into compartment in front fenders.



CHRYSLER'S C-200: To open door, push button at rear of latch and handle pivots outward for the grip. The C-200 led to the D'Elegance.

AUGUST 1, 1953

Do you know what your salesmen complain about most frequently? It is not compensation. It is not service or product quality. It is communications . . .

## Your Men Are Listening, But "Can They Hear You?"

Based on an interview with  
**WALTER E. BRUNAUER • Director**  
Sales Personnel Development, Lily-Tulip Cup Corp.

"Why don't they let us know what's going on?" they ask. "Why must we find out important information from our customers and competitors?" Even newspapers sometimes report personnel changes in the salesmen's own company before the men hear about them.

"It makes us feel as though we are on the outside looking in. And why must we wait for weeks for replies to questions concerning delivery, requests for service, etc.?"

### What Lily-Tulip Does

Lily-Tulip Cup Corp. (New York City) has *done* something about the three major headaches suffered by sales managers in industry—compensation, job definition and training. Walter E. Brunauer, the company's director of sales personnel development, believes that these problem areas exist today because "sales management has fallen down on its communications job."

"It serves to point up a fact," he says, "which seems to have been lost in the shuffle (if for no other reason than it has been taken for granted)—namely, that there is a close relationship between the results a salesman obtains and the ability of his sales manager to manage."

At Lily-Tulip, communication with salesmen in the field has become a vital part of management policy, carried almost as a fetish right on down to the district sales managers. Brunauer believes that whether the average salesman realizes it or not, a great deal of his success can be traced directly to his sales manager. Consciously or unconsciously, "it's the sales manager he looks to for ideas and information, for encouragement and inspiration, for general over-all direction."

To the extent that the sales manager is successful at communicating these things to him, he fulfills what is probably his most important assignment—to increase the ability of his salesmen to bring in business. Joe Salesman's ability to do this depends primarily on three factors, Brunauer emphasizes, each of which is directly influenced by communications:

1. His knowledge of the business.
2. His skill at presenting this knowledge in a persuasive and convincing manner.
3. His attitude towards the sales manager, the job, the company, the people he must deal with.

"Of the three, attitude is probably the most important item since it plays a large part in determining the results of the first two," Brunauer says. "Studies show conclusively that sales production is influenced more by attitude than by technical skill. It's in this area of attitude, morale, human relations, that communications is in a position to make its greatest contribution."

### What's the Rush?

Why the sudden concern? Why has communications become a problem almost overnight? Lily-Tulip management believes the reasons are these:

1. Communications represent much more than the means for the simple exchange of information. It is also the center of the battle for attention, for men's minds.
2. The rapid growth of our industrial and business societies. This increase in size, scope and complexity of the average organization has widened the gap between the "boss" man and his men, between the sales manager and his men in the field.
3. The problem of semantics —

"the words we choose to make ourselves understood."

If communications involved only the transmission of information and instruction through letters, memos, telephone, etc., there would be little if anything to get excited about. Unfortunately, the mere mechanical transmission of an idea, verbally or on paper, is in itself no assurance that the idea will be understood and, if it is understood, that it will be accepted.

Brunauer says that "We need both. Without both we are in the same position as the announcer of a radio or TV commercial beamed to an audience with its sets turned off — we're just talking to ourselves. That's one way to assure an alert, intelligent audience, but not a very large one."

It's not only "Are they listening?" but "Can they hear you?" At Lily-Tulip and other companies Brunauer has learned that if what is said to the men isn't clear, they can't and won't "hear."

### Where You Can Fail

"Obviously, too, if they do understand but don't believe or 'buy' our ideas, they might just as well not have heard us for all the support and follow-through we can expect."

The solution to the problem posed by these factors is based on some elementary principles. These principles, as followed by Lily-Tulip, have met with marked success in getting over "the big idea" to its men in the field:

1. "Make it clear, make it simple." Those who have ever had to sell, instruct, explain or describe anything know that this is not always a particularly easy goal. Considering the many interpretations of the words we use, it's amazing we achieve the level of understanding we do.

2. "Tell 'em why!" Brunauer admits to okaying a memo hurriedly which was sent out to a number of Lily-Tulip field managers telling them of a new termination procedure, and describing its mechanics in somewhat terse terms.

"Shortly after," he says, "I glanced at the memo and I realized that we had failed to include that very important factor — 'Tell 'em why.' The memo was immediately rewritten and sent out to those who had not received the original. . . . From the



Walter E. Brunauer: "There is a close relationship between the results a salesman obtains and the ability of his sales manager to manage. . .

## Meet the Author

Walter E. Brunauer is Director of Sales Personnel Development, Lily-Tulip Cup Corp. Prior to January 1952, he was director of sales research, director of sales training, assistant to the vice-president in charge of sales, and assistant sales manager, Metropolitan (N.Y.-N.J.) Division. He joined the company in 1944.

Brunauer, a graduate of New York University, has B.S. and M.A. degrees in education. He taught in the New York City public high school system.

The author converted himself into a real estate and advertising specialties salesman in 1940.

Lectures were given for four years by Brunauer at the School of Business of the College of the City of New York on salesmanship, visual aids, and sales training.

Brunauer is a member of the Sales Executives Club of New York, National Association of Training Directors, the American Society of Training Directors, and the National Society of Sales Training Executives.



"It's the sales manager the salesman looks to for ideas and information, for encouragement and inspiration. . .



"Sales production is influenced more by attitude than by technical skill. . .



"It is a wise sales manager who organizes to catch gripes while they are in short pants."

first batch we received comments which added up to: 'What, more paper work?' 'More red tape!' etc.

"From the second batch came comments such as: 'Good idea, have been doing something like this for years, myself!' 'If this gives us what we're after it will help a lot!' etc. Moral: If what we ask our men to do represents a significant change in policy or procedure, we tell 'em why. Not only does it aid in winning cooperation, but we are at least assured they know the *real* reason why."

To "make it clear" and "tell 'em why," however, are but implementations of the foundation stone of the entire problem, Brunauer believes, and that is to "keep everybody informed."

What's the score? Whether Joe Salesman operates out of a territory far from home base or right out of headquarters, he wants to know what's going on. Lily-Tulip sales management operates on the premise that "it's more important to *emphasize the obvious* than to elucidate the obscure."

The salesman wants to know what's going on and he wants to know it before his customers and competitors do. Brunauer cites the case of the salesman who had been on the road for a month before he learned that his plant had been closed down two days a week during that time. And he learned it from a customer!

"In addition to the negative effect

on his attitude, it just isn't good business to keep such vital information from him. I can't believe this was a deliberate holding back of information. It could only have been an oversight. But deliberate or not, it cost money, it was harmful and inexcusable."

If there's a change contemplated within the Lily-Tulip sales organization which might affect a man personally, such as a shift in territory, that man is consulted before the final decision is made. He *wants* to be told about the change, not because he is temperamental but because he wants to feel that he is more than a cog in a machine—that his job is important, that what he is doing is worth-while and means something to the progress



of the company. He wants to be told where he stands and why. In short, he wants to be recognized and treated as an individual human being.

At Lily-Tulip, transmission of recognition is as much a part of the communications function as any other single phase. "A salesman," says Brunauer, "has a deep-seated urge to be recognized for his efforts, and he 'appreciates appreciation.' This is particularly so where salesmen operate pretty much on their own, without the benefit of frequent contact and close supervision under which office and plant workers operate."

### Rumor Mill Always Runs

Communications, like training, "goes on all the time, whether we like it or not. Sometimes, at the minimum, it means that incomplete, inaccurate, distorted, and even downright vicious rumors are propelled via the well-known grape-vine." According to Brunauer the rumor mill produces only "reduced efficiency" and "lowered morale."

All human beings like to be informed, because they fear what they don't know. Fears build up tensions, anxieties, worries. In his own company, Brunauer has observed that by satisfying the basic desire to know what's going on, tensions are relieved, and pent-up feelings of insecurity are released.

"Good" communications is the answer. But what is "good communications"? At Lily-Tulip, it means that there's a program, plan or method which encourages a free flow of information upward as well as downward. Management realizes that communications, to be effective, must be a two-way proposition. For the sales manager, it is more than a two-way proposition—it is two times six. He needs two-way channels to his men, to customers, competitors, staff and other company departments, and to top management. "Without these channels," Brunauer asks, "how can he possibly operate at anywhere near maximum efficiency?"

How does the company go about establishing these two-way channels? Its objective is summed up by Brunauer: "I don't believe our aim is the installation of an assortment of communications devices such as house organs, suggestion systems, employee handbooks, etc., so much as it is making better use of the tools we already have, and establishing the proper communications climate—one in which there exists mutual understanding, respect and confidence.

"For communications to be effective, those who receive them must have confidence in the source from which they come. This confidence must be earned. The men must learn by our actions, as well as by our words, that we play no favorites, that we have their interest as well as the company's at heart."

The company has found that one way to win such confidence is to show a willingness to face up to facts and situations which may be unpleasant — and then to do something about them. If, as is sometimes the case, morale is low and a negative attitude prevails because of what some men believe are inequities in the compensation system, or too much paper work, unusually long delays in shipping and service for reasons not yet learned by them, certainly better communications isn't all the answer.

"Removal and correction of the causative factors come first," Brunauer explains, "then comes your communications, letting everyone know what is going on, that you are aware of the conditions, that you are doing something about them, and that you welcome their criticisms as well as their suggestions."

He is certain that in such a climate personnel receive the kind of information they need and want, and receive it while "it is still hot and will do them the most good. Timing is important."

### Ended in Ill-Feeling

A breakdown in what started to be good communications but ended in much ill-feeling, can be illustrated by the problem facing one large firm. Last year, the firm adopted a new incentive plan, one that was well received by the men in the field. They all did well, and looked forward eagerly to 1953 quotas. January, February, March, April and May passed—no quotas. They believe that the cause of the delay is the company's wish to see "which way the wind is blowing" and then to set the quotas accordingly. Actually, Brunauer says, there is a good reason for the delay—one outside the control of anyone in the company.

But no one took the trouble to tell the men the facts. In addition to pointing up the damage which can be caused by such oversights, it serves to spotlight another truism: "It isn't the facts that count, but what people believe are the facts!"

In this favorable climate at Lily-Tulip, the sales manager listens as well as tells. Brunauer emphasizes

that "it's the kind of listening which goes beyond mere silence. It's an alert, intelligent type of listening, which Roethlisberger describes as 'one that hears feelings and attitudes as well as words'."

There is probably one former Lily-Tulip Cup Corp. district manager who will henceforth bend a more careful ear. He lost a young man in his territory who was on the company books as "scheduled to go places." The man saw an opportunity to reach what he thought was greener grass. If, however, he had consulted a more mature man with business experience, he would have recognized the many pitfalls of his new proposition, could have learned certain measuring standards which might have caused him to reconsider.

### Who's Responsible?

"The man who should have done the counseling," Brunauer says, "was his district sales manager, but he never got the chance. He had never quite succeeded in winning the boy's confidence, had never gotten close enough to him. As a result, he wasn't consulted and didn't know about the situation until after the decision and a firm commitment had been made."

According to Brunauer, the district manager was one of those fellows who knows all the answers. Nobody was going to tell him anything!

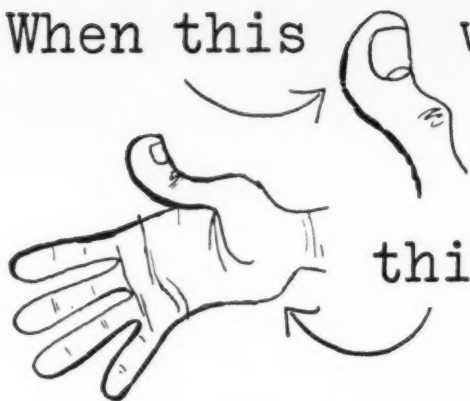
Of course, he's no longer a district manager.

"Sure, we locked the door after the horse was stolen but luckily for us it was only one horse. We have another horse and a new lock in the form of a capable district manager."

The first step toward getting the most out of communications tools and methods available is to set up a "communications coordinator." Communications to be effective must be planned, continually worked at and coordinated, Brunauer has learned. "Call him what you will, but give him the responsibility for seeing to it that both management and the men receive the information they need and want."

A capable man recommended for this job is the assistant sales manager in the home office. He is in an advantageous spot to know what goes on at both ends of the pipeline. He is in the best possible position, too, to screen releases to the men and to regulate the quantity of releases. It's no secret that the average salesman receives a large amount of mail daily. Most of them quickly extract expense checks and copies of invoices, then

When this



was the rule

this was the sales tool

When business was run by rule of thumb, selling was largely a matter of getting to and shaking hands with the one man who ran the company.

Today it's a bit more complicated. Businesses are no longer run by one man. Production is no longer a matter of cut-and-try. Machines are now "made" on drawing boards, and purchasing has become a science involving many men in many jobs.

And every year, as business continues to grow and change, there will be more and more men with the power to say "Yes" or "No" to the purchase of your products or services.

These new arrivals, because of their numbers and diversity of jobs, are going to be harder and harder to reach. Certainly it will be impractical and costly to try to reach them all with old fashioned "hand-

shake" selling, despite the importance of your salesmen and your distributor salesmen in the picture. The ever-increasing concern to management in almost every business, in every industry, is how to extend the handshake and make it more effective on a broad scale.

The obvious answer is mass communication of a specific kind—intelligently used, in adequate amounts, at the right time—to take a sales story to *enough* of the *right men* in an economy that grows almost as fast as "Jack's Beanstalk".

Your advertising agency is experienced in the selection and use of this kind of mass communication. Why not talk to them about this and make sure that you are *reaching* your market—and the men in your market who have a voice in the selection of your product or service. We'll be glad to help you and your agency with market and coverage data on any Penton Publication.

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Branch offices in:  
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Tokyo  
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New York  
San Francisco  
Chicago  
Paris  
Frankfurt

chuck the entire balance into a wastebasket.

The "coordinator" at Lily-Tulip regulates the amount of this flow and sees to it that the men not only don't get too much at one time, but also that they don't get swamped with too many non-selling assignments, the kind that bite into costly selling time. His job is not to edit, nor does he have censorship privileges; he merely keeps his finger on the communications pulse and makes sure that everyone gets the information he should get and that it passes freely up and down the line.

## Five Kinds of Letters

Lily-Tulip has found that letters to salesmen are particularly effective when they are used to:

1. Welcome new men and their wives into the company.
2. Recognize and commend outstanding achievements.
3. Encourage and inspire a man who is temporarily "in the dumps."
4. Congratulate a man on the anniversary of his affiliation with the company.

Brunauer believes that if a company does not have a publication which the salesmen can call their own, the company should consider establishing one. It need not be elaborate nor expensive; a mimeographed job will do, if it is devoted to "salesmen only."

"Assuming that most companies have such a publication," he says, "they will find, as we have found, that they can get maximum readership if they remember to follow a certain pattern." These suggestions are:

Load it with stories of salesmen's doings, accomplishments, suggestions, and criticisms.

Use it to recognize and commend outstanding performance.

Include pictures of salesmen.

Use illustrations and cartoons liberally.

Use articles written by salesmen, especially those dealing with sales techniques.

Be sure writing style and vocabulary are geared to salesmen; save advertising-type copy, and write in the salesmen's language.

Release it on a regular schedule.

Management at Lily-Tulip has followed a definite trend toward the increasing use of the sales meeting (at the local level) as the chief medium for communicating important sales information. It believes that it is an effective medium for communications downward because it provides

# Sell To Thousands DAILY

with:



Printed at the *London Times* and distributed by air Monday thru Friday to USAF Personnel and their families in Great Britain, Europe and North Africa, the *NEW Air Force Daily* carries your ad to this rich American consumer market.

Get sample copies, advertising rates and complete market information from nearest office.

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## THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

Why are there so many

"one-fisted" Sales Managers?



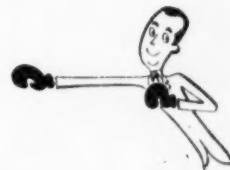
Sales managing is a "two-fisted" job. But some Sales Managers tie one hand behind their backs by defining their jobs in terms of super-salesmanship only.

These men got to be Sales Managers because they were top-notch salesmen. They're expert and specialized in the use of that one arm of selling - personal salesmanship. Becoming Sales Managers has merely made it possible for them to use that arm more prodigiously. They're "one-fisted" Sales Managers.

To the extent that a Sales Manager is a teacher, and can pass along his enthusiasm, his knowledge, his experience, and his superior sales techniques to his men, he can undoubtedly turn up a record of reduced unit sales costs by virtue of his teaching talent. But he's still a "one-fisted" Sales Manager.

NOW - if, in addition to good selling and good teaching, he makes good use of that second strong "fist", the promotional aids to selling, he will greatly multiply the possibilities of reducing unit sales costs. He will make the best possible use of handbooks, sales kits, publication advertising, catalogs and bulletins, direct mail, manuals, publicity and merchandising. He will put those promotional aids to work to solve two problems:

1. How to give his salesmen more prime prospects to call on - prospects who are known to be interested in the product.
2. How to make it possible for his salesmen to spend less time on elementary explanation of the product's features; more time closing sales - which is one part of the sales job that only salesmen can do.



Thus the Sales Manager will greatly multiply the sales-producing ability of his whole sales organization. He will be in a better position to show his top management how lower unit sales costs can play an important part in his company's profit picture.

He will have become a "two-fisted" Sales Manager.

Sincerely yours,

*The Schuyler Hopper Co.*

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the profitable use of the tools that help build sales at lower unit sales cost."

AUGUST 1, 1953

35



## For Name Plates that help sell!



**CHICAGO THRIFT-ETCHING CORPORATION**

**ARE** you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



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**D** **DETROIT**

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**B** **BUSINESS**

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Highest weekday and Sunday circulation of  
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duces.

A.B.C. figures for 6-month period  
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**The Detroit News**

THE HIGHS NEWSPAPER

an opportunity to demonstrate, to visualize, to dramatize — as well as to tell. The company wants its men to understand, to sympathize with plans and programs designed for their benefit—a goal it believes impossible to achieve with the use of the printed word only.

Because communication is most effective when it is carried on in face-to-face situations the day-to-day, on-the-job supervision for which field sales management is responsible constitutes one of Lily-Tulip's most vital communications links. "Just as in the eyes of his customers the salesman is the company," Brunauer says, "so too the salesman identifies the territory manager. Company-policy interpretations, plans, procedures, programs, etc., depend for their success on the ability of the manager to communicate them to his men effectively."

The manager's enthusiasm becomes the salesman's enthusiasm; his apathy, the salesman's apathy. He is a key man, a communications center on the operational level. He must be helped to acquire certain skills such as letter writing, report writing, conference leading, counseling, training and appraising.

"A company can 'muff' one of its best communications opportunities at the most important level — the operating level — unless it does something to develop field management's communications skills, and this through an organized training program."

### Open Mind, too

Most sales managers realize instinctively the importance of upward communications, assuring their men that the "door is always open." The open-door policy in actual practice does not work out, observes Brunauer. "The pressure of other duties, distance, and lines of authority all operate strongly against it. Yet the open-door policy and its parallel, the open mind, must exist in some form if we want our men to come to us with their problems, suggestions, criticisms and gripes."

The company does not take the attitude that "salesmen wouldn't be salesmen if they didn't have something to gripe about." It does not relieve management of the responsibility for properly handling complaints.

Brunauer does not believe that "the best way to handle gripes is to ignore them; no news (or gripes) is good news. It is a wise sales manager who organizes his communications system

so that he can catch gripes while they are still in short pants, before they have a chance to grow up."

It is in this area of prevention that communications can make a solid contribution. It can do this by bringing warning signals of impending trouble to management and by providing outlets through which the steam generated from gripes may be channeled.

Whether it be gripes, news from the customer front, or any other matter, upward communications requires no elaborate additional machinery at Lily-Tulip—"just the efficient use of what we already have, e.g., call reports, conferences, and counseling."

### The Poor Call Report

In Brunauer's opinion, the call report is a "valuable tool but one which has been badly abused by both management and salesmen. A salesman is naturally reluctant to fill out a report which to him is just another management check on his activities. When management fails to sell him on the benefits of his call reports, makes the mistake of not reading them, or requires unreasonably long and detailed reports, it defeats its purpose and deprives itself of valuable information."

If getting salesmen to fill out call reports is a problem, Brunauer suggests the following practices that are achieving good results in his and other companies:

1. Keep the size, format and the information requested down to a simple but practical minimum. The easier it is to fill out, the more information you will get and the more accurate it will be. One that's simplicity itself is a stamped, addressed postal card with the report on the reverse side.

2. Give salesmen something back from their reports; for example, periodic "recaps" of total calls made on various types of trade, ratio of sales to calls, average volume per sale, etc.

3. Set up a system which will insure prompt and efficient handling of all questions and requests. One way to do this is to assign someone to the job of (a) placing a large "X" next to all items requiring a reply, (b) routing them to the proper people for handling, and (c) checking copies of their replies against the items marked for their attention. Another method is to set up a special sheet for salesmen's questions and requests. Make it easy to identify by giving it a special color or heading.

Some companies utilize sound reports. Soundscribers, Dictaphones, or

SALES MANAGEMENT

tape recorders record the report. It is easier for the salesman to "talk" the report than to write it. For that reason alone, reports are likely to be more accurate and more complete.

Lily-Tulip has discovered that the conference, with its group approach toward the solution of common problems, is an ideal upward-communications device because it provides the maximum opportunity for participation—one of the keys to employee satisfaction. Valuable information is thus made available to management, information bearing on company policies and plans which would be extremely difficult (sometimes impossible) to get from any other source. An effective conference leader (in direct contrast to the old type who once conducted the "give 'em hell" type of meeting) guides, stimulates and encourages ideas.

#### Point of Failure

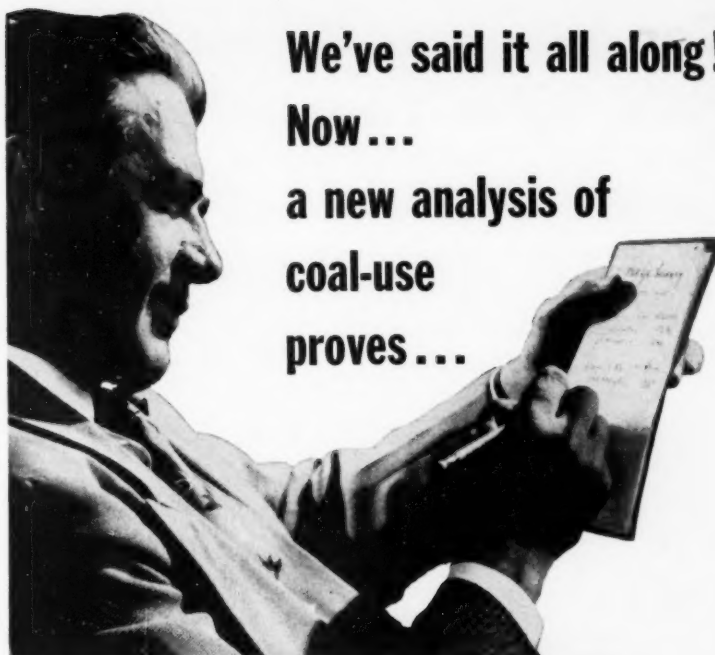
"Individual counseling has within it all the potentials for developing the kind of attitude which makes for job satisfaction and high morale," Brunauer says. "It is on a personal, man-to-man, face-to-face basis; it flows in two directions; it is conducted in an informal atmosphere; it is based on day-to-day contacts; it is a long-range, continuous proposition.

"But," he warns, "it can also prove to be a disastrous failure and do more harm than good. It all depends on the skill of the counselor—the field manager."

An example: Joe Salesman and his manager are having a counseling session. The manager is appraising Joe's performance. Handled properly, Joe not only learns about those areas in which he needs improvement but also those in which he is quite strong. And in every instance the evaluation is backed up with actual cases and examples—supporting evidence.

Joe is free to disagree and to explain his reasons for disagreement. He may even change his manager's mind if he has a sound basis and if the manager is open-minded. In any event, out of the discussion should come a meeting of the minds and a specific program for strengthening the areas requiring improvement. Through special assignments (including reading) Joe is encouraged to follow through on an organized program of self-development.

With proper guidance and follow-up by the manager, Brunauer knows of no other method his company has used which has within it so many possibilities for the development of attitudes, habits, knowledge, skills.



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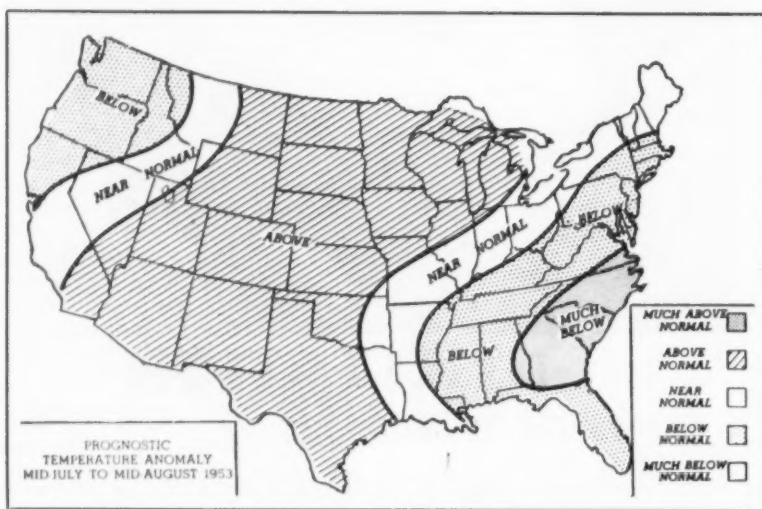
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# Can Weather Bureau Forecasts Help Solve Your Sales Problems?

Four kinds of official predictions are issued regularly. Are your competitors using them to steal a march on you?



THIS is one of nine maps in the Weather Bureau's 30-day forecasts. It is not a forecast in the usual sense, but an estimate of average temperature.

For decades, the Weather Bureau, U. S. Department of Commerce, Washington 25, D. C., has provided enough information to excite almost any sales manager or analyst, but few asked for it.

Several years ago, the Bureau offered a new product which, it carefully points out, is less reliable, less precise, than the old standby: thirty-day forecasts. Like a loss leader, this draws new customers, who inquire about the standard services.

Managements are so intrigued that they hire their own weather men to interpret what the Bureau says. Publications have started to run the long-term forecasts in full or in digest: Kiplinger's letter, construction magazines, food industry publications. McGraw-Hill's *Engineering News Record* is attempting to translate them from their present map form to the tables engineers prefer.

An air-conditioning company — a fairly large one — uses all the services: the weather records for most cities; the thirty-day, five-day, and daily broadcasts. People don't buy units on the first, second or even third torrid day, but only after

they've endured a long stretch of weather above temperature to which they are accustomed. Sales boom just before it cools off. Where others try to spot rising population, money, new outlets, the sales manager of the air-conditioning company searches the country for the "right" stretches of heat.

First he scans the thirty-day forecast, with its probable averages covering broad territories. Where he's told to expect a hotter-than-usual month, he slowly increases his advertising, taking for granted at least one week of extreme discomfort for his prospects, especially if the weather records support that hope. He watches the five-day forecasts, which signal when to strike harder, and the one-day forecast, for the kill.

From the Bureau, you get four kinds of information:

1. Thirty-day forecasts, published the first and the fifteenth.
2. Five-day forecasts, out Monday and Thursday.
3. The familiar twenty-four hour forecast.
4. Records.

The thirty-day forecast, called

"Average Monthly Weather Resume and Outlook," is sent to subscribers at \$4.80 a year, \$2.40 for six months. It is done with maps. In broad brush strokes, the United States is divided, with respect to "normal" into "much above," "above," "near," "below," "much below." On another map are appropriately stroked with respect to rainfall, "heavy," "moderate" and "light."

For the 30-day reports, the Weather Bureau now has some 4,500 customers.

No records have been compiled on the number of users of the five-day forecasts.

Daily forecasts—popular with the general public—can be heard in 10 cities by dialing a number and listening to a telephone recording. It is estimated that on each day these recordings are heard by four million people.

Of the 300 radio stations and the 105 TV stations which broadcast daily weather reports in the United States, it is estimated that 200 have direct tie-lines with the weather bureau in their cities.

Statistics are not available on the number of special weather reports prepared by the Bureau for business firms. However, the Bureau made up, last year, 75,000 special briefings for pilots going abroad.

In early June, the Bureau outlined a huge "light" semi-circle, based on the gulf states and Texas, and wheeling up to the edge of the Great Lakes. This semi-circle was surrounded by "moderate" territory with "heavy" soaking the Far West, the North Atlantic and the top of Florida. The temperature map, too, was painted broadly: Texas and surrounding territory, stamped "much above," was a nucleus immediately surrounded by "above," with "below" on the West Coast and, except for a "much above" coastal strip, in the East.

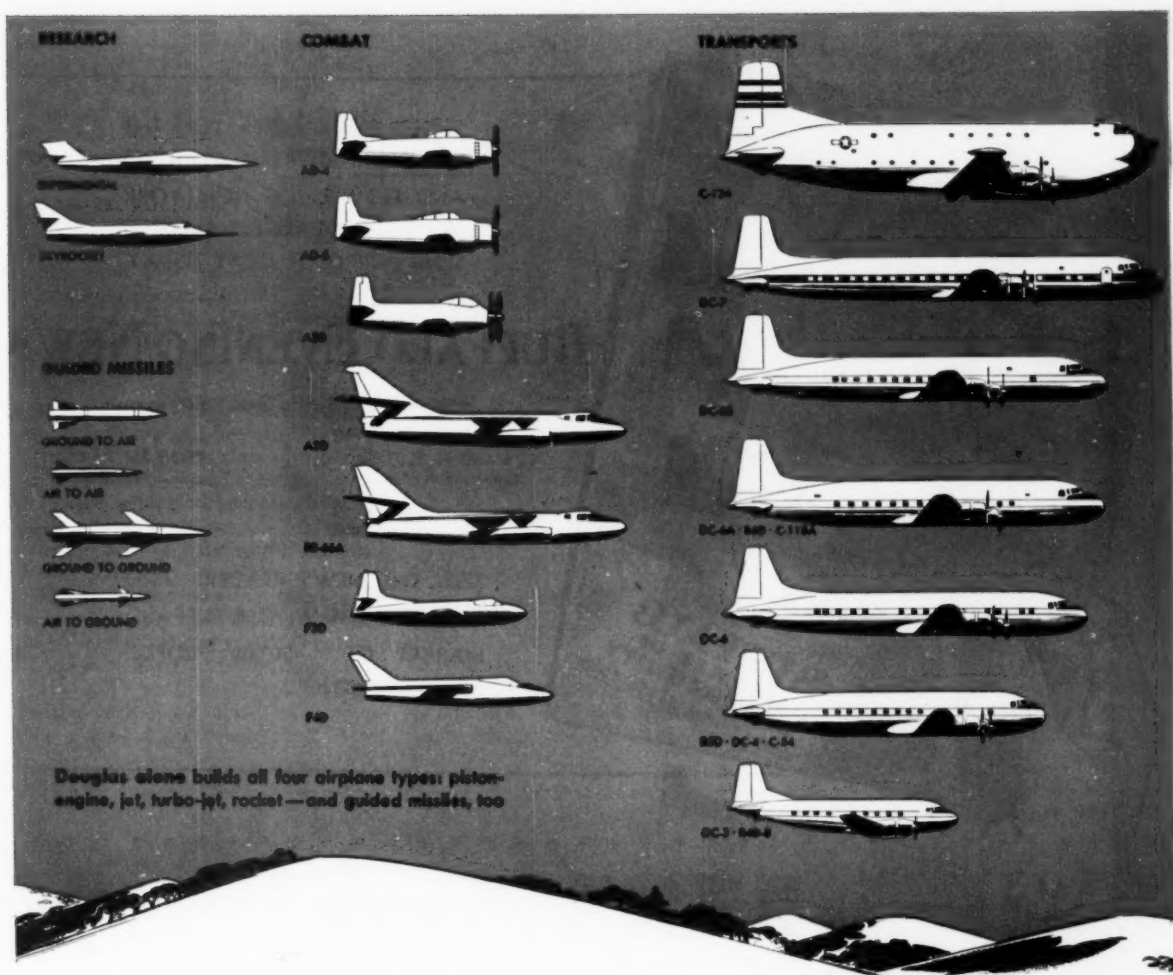
Suppose the city you're interested in exactly borders "much above" and "above." The Weather Bureau assures you that you should believe little: All that you can determine is

**BY JEROME SHOENFELD**

**Washington Editor**

**SALES MANAGEMENT**





## For 98% of its output ... 28 customers

*But mass education does work which can be done  
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To 27 of the world's leading airlines and to the armed services of the United States, Douglas Aircraft sells nearly 100% of its output.

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**To shippers,** Douglas illustrates the *savings* air freight offers and the advantages of Douglas airfreighters. Again, both the airlines and Douglas benefit.

**To taxpayers,** Douglas shows that this nation's

armed forces are getting *good value* for the millions of tax dollars spent each year through the company.

Taxpayers also learn that Douglas leads the entire world in the aircraft industry—and so makes a vital contribution to the nation's defense and to the total economy.

**To stockholders,** the Douglas program of mass education serves as "interim reports," describes recent developments and achievements.

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that it probably won't be cold. Edges are always unsafe.

Weather Bureau carefully tells you that its forecasts are intended to be vague. The map gives only probable averages for the month and for broad territories. Within these, weather will frolic as irresponsibly as usual.

On the back page, you get some figures. For leading cities, are printed the average temperatures and rainfalls, along with numerical meanings for "above," "much above," etc. These are drawn from past records for the month.

Accurately, Washington, D. C., had been placed just inside the "below" territory. You look to see what that means. The June average is 73.4. Below this figure are four numbers, thus:

-0.8	0.9
-2.6	2.9

Those at the left with minus signs tell you the difference between "below" and "much below"; those at the right do the same for "above" and "much above." Subtracting 0.8 from 73.4 gives you a narrow range for "below"; to know when to exclaim "Ah! much below," subtract

2.6 from 73.4, and you get 70.8. The weatherman commented that this followed instructions well enough, but that when figures come so close they're poor guides.

For rainfall, there's a duplicate map, which for each city gives you two numbers: in the case of Washington, again, 4.57 at the top and below it 2.59. More than 4.57 inches of rain would be "heavy"; less than 2.59 would be "light"; between it is "moderate."

### For Best Markets

The Bureau's customers sometimes find these averages more useful than forecasts. Suppose, for instance, you had a new hot weather product. You'd look around, from city to city, for the average temperatures that suited you. Since you were interested in permanent territory, you wouldn't care, at that point, about departures from the averages.

The local Bureau furnishes the five-day forecast, which covers a large sweep of territory of several states. It's sent to the press associations,

newspapers that want it and, in some but not all cities, businessmen who ask. In Washington, businessmen telephone. The Washington, D. C., forecast at the moment of writing runs: "In the next five days, temperature average two to four degrees above normal. Warmer at the beginning, cooling down later. Rainfall will be light." That's all. The forecaster can usually hit it right, if he isn't too particular about days and places. Usually, he isn't.

You know about twenty-four hour forecasts. They're carried everywhere in papers, on radio and TV. In many cities, the telephone company provides hourly forecasts, which you get by dialing the appropriate number.

So much for looking into the future. It's nice to look forward but the outlook is always dim and, when you gaze thirty days ahead, it is wrong one time out of five. The Bureau is an historian as well as a prophet. Records can be counted on.

Companies that speculate about weather for the first time ask the obvious things: highs, lows, averages for this time and that place; identification of the hottest, coldest, wet-

test cities. Since these occur to everybody, the Bureau can furnish answers inexpensively—from typing and mail costs to about \$20.

Records grow on you. A company whose volume depends on weather soon knows these ABC's of Weather Bureau geography. It then goes after fine points.

If it were selling both inexpensive and expensive umbrellas, it would feature the first where hard rain comes suddenly and briefly, the second where it stayed soggy for a week. You can get such records if you pay for them — sometimes hundreds of dollars.

Almost city by city, you can learn how long it remains hot or cold, how fast the wind blows, how damp the air is (which is a good thing to know if you're selling dryers to women who use clothes lines). For some cities, records go back to the start of the century.

Companies get these figures, which they presumably use. You just write the Weather Bureau, Washington, D. C., explaining what you want.

If you're thoroughly sick of the weather and can't abide an agency that makes a profession of it, you



"Your office hasn't called in three days; couldn't you knock off for lunch?"

still needn't go too far wrong. The Bureau sometimes advises publishers of farmers' almanacs, which predict each day of the year. Expect two

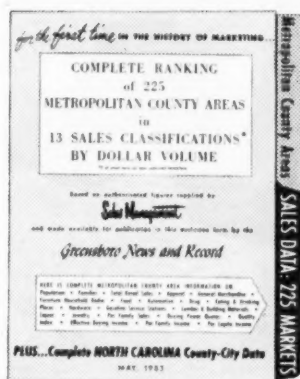
fair days for one of rain and, by drawing lots, make your forecasts in that proportion. You'll have to be right at least 120 of the clear days.

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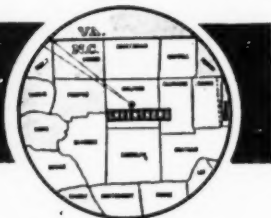


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Sustained interest on the part of readers so carefully selected makes Chilton publications the ideal atmosphere for advertising the products and services needed in the fields Chilton serves.



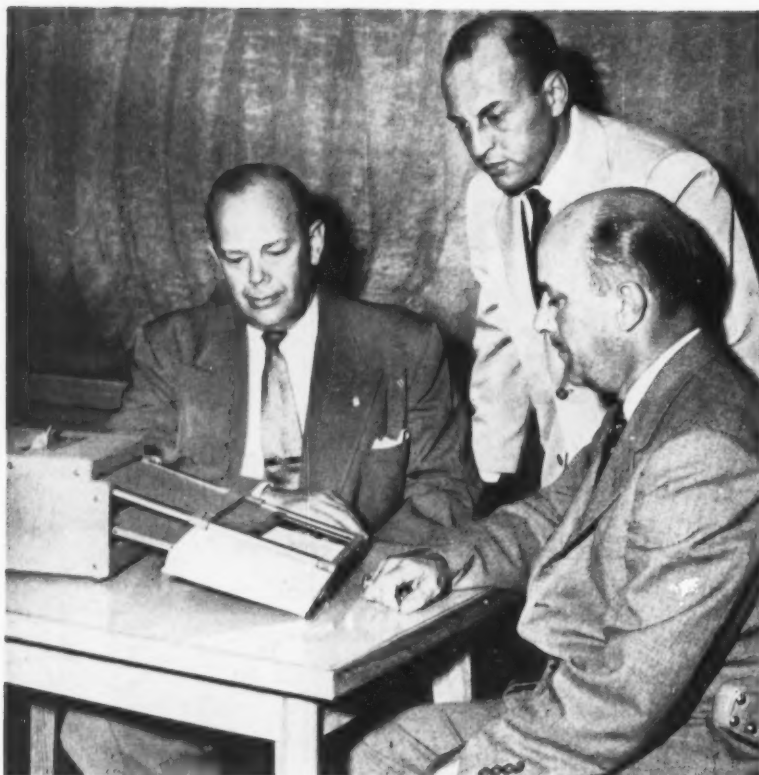
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Based on an interview  
by David J. Atchison with  
**STEVEN WARREN**  
National Director,  
The Foundation for Better Reading

**HOTPOINT PICKS UP SPEED:** Seventy top executives of Hotpoint Co. are improving the pace of their reading, accelerating the rate of their comprehension. In the photo: William A. Kissock (right), vice-president in charge of industrial relations, is reading with the aid of an "electrical pacer", one of the instruments used in the reading program. With him: Steven Warren (center), director of the Foundation for Better Reading, and Arthur C. Studt (left), manager of training at Hotpoint.

## What's All This "Better Reading" Shouting about?

This quiz explains. Now we have available a tested training technique aimed at helping sales executives and salesmen to read faster and with better understanding. It can be a useful weapon in the Battle of Bulletins & Memoranda.

Q. All right, what *is* all this shouting about "better reading"?

A. Before answering, let me ask this: How many sales executives have you known who decide *not* to send out certain communications to their men because they believe the men on the road don't have the *time* to read everything they receive in the mail? You and I know of many cases where sales information, training materials and important printed matter are nipped in the bud at the home office.

Q. Unfortunate, but what's the answer?

A. Unfortunate, yes, because in today's competitive market the salesman

must be informed if he is to be successful. A salesman will talk most about what he knows most—and most of what he knows, out on the road, is learned through reading. The effective salesman knows all he can about his own company and its services, products, policies and prices, and he has similar information about his competitors. The *best* salesman will also be informed on general business conditions and significant current events. Thus, if he is a poor reader, he will probably be an ineffective salesman because he will not be well informed.

There is a quick, dramatic solution to the problem. It is possible to train

an entire sales organization to read twice as fast, and with greater accuracy. Result: The men can read twice as much in less time and get more out of it. Executives no longer have to hold back good sales training plans, sales stimulation materials, advertising brochures, etc., because their salesmen can't read well or fast enough.

It *is* possible to handle the practical problems of training salesmen despite travel and other limitations which normally prevent successful training.

Q. What results can be expected from training to read better?

A. In a representative group of salesmen, you can expect an average speed increase of over 100%, with a comprehension gain of 10%. In a group of more than 1,000 businessmen, the average rate of reading before training was 263 words a minute, with 73% comprehension. After training, they read 571 words a minute with 82% comprehension. Average gain in reading was 119% with a 9% increase in comprehension.

One man in this group read 660 words a minute before training—almost three times the average starting rate of 263 words—yet he more than doubled his rate to 1,470 words a minute.

**Q.** Why does the average businessman read only about 250 words a minute with less than 75% understanding?

**A.** Today, as in the past 50 years, formal reading education is ended in most schools at the third grade. Thus, the average businessman learned to read and formed his reading habits by the time he was nine or ten. New reading methods have developed since he left school, and he has had no chance to learn them until now.

He learned to read first by learning the alphabet, then he learned how letters formed syllables, then how syllables formed words. The only way his third grade teacher could check his reading ability was to hear him read aloud. Thus, he had to learn a word at a time because he could not speak more than one word at a time. Today, he reads no better than a sixth grade student.

**Q.** What does this new reading method involve?

**A.** Simply learning to read phrase by phrase, rather than word by word. The eyes must stop to photograph words and transmit them to the brain for interpretation.

In reading this, the eyes will be stopped 95% of the time. (Watch the jerky motion of someone's eyes while he reads.) By learning to see more words at each stop, reading becomes easier. Regressions (re-reading) are reduced, meaning becomes clearer more rapidly, and a sense of rhythm develops which makes possible longer reading periods with less fatigue. A knowledge of proper reading principles gives further help.

**Q.** Why should improvement be professionally guided?

**A.** Each man will have developed his own individual reading habits. For example, his vocabulary, speed, comprehension, concentration, and ability will be different from any other man's. These factors must be considered in training. Speed without comprehension, for example, is meaningless. Professional guidance provides maximum improvement in the shortest time at low cost and effort. Following a scientific plan for improvement avoids pitfalls and discouragements.

**Q.** Which procedure is best—classroom or individual?

**A.** Because of differences in initial reading abilities, classroom training yields minimum results. Pacing is bound to be too fast for some and

too slow for others—with net achievement mediocre for the time invested. By training each man individually he competes only with himself, is not discouraged by group competition, cannot fall behind because there are no classes to miss, must not meet a tight schedule for completions, etc.

**Q.** How long does individual training take?

**A.** Normally, only 20 one-hour practice periods in home, office, or hotel room if traveling.

**Q.** What does each one-hour period consist of?

**A.** Practice for 15 minutes with a flashmeter (see photo) for development of better visual abilities, 30 minutes of gradual reading acceleration practice with electrical pacing device (see photo), and 15 minutes of "free reading" (without the instru-

ments' help) using a stopwatch to determine reading speed. During the final 15 minutes, as he reads pre-counted articles and answers questions about them, he actually measures his improvement for that lesson. If he improves only 15 words a day, he will be able to read 300 words faster after 20 hours.

**Q.** How is the course managed?

**A.** The initial reading abilities of each man are measured before he is trained. This can be done in a single group session at the home office or branch office, or by mailing the measurements to the man for self-administration. These measurements, when scored, provide a comprehensive guide for the instructor. The trainee then receives a complete set of portable equipment and practice materials in a compact carrying case. He mails a self-



**MEN IN ALL KINDS OF JOBS** are drawing dividends out of reading training. Here's Student A. C. Van Horne, Jr., regional sales supervisor for Borg-Warner International Corp. boning up with the "pacer."

### **What is the Foundation for Better Reading?**

The Foundation for Better Reading sells packaged reading training programs to business. A firm may put two dozen or several hundred executives through a one-month program. To date, more than 100 executive groups have been trained by the Foundation staff, including the presidents of more than 30 of the largest companies in the U.S.

Results among thousands trained by the Foundation show an average increase of over 119% in reading speed with a simultaneous average gain of 9% in comprehension. Percentage of improvement by individuals ranges from a minimum of 20% to over 500%.

Before offering its program to industry, the Foundation invested considerable time and money in the investigation of training theories, methods, instruments and materials developed in the research laboratories of several leading universities that did the early pioneering in reading training. From this research, the Foundation assembled the best elements known and proved, and has continued in an attempt to make them practical and effective for the adult reader. The professional staff of the Foundation was drawn from leading universities.

Address: Foundation for Better Reading 100 E. Ohio St., Chicago 11.

addressed progress card to his instructor after each session. The instructor guides his progress by mail or by telephone, based on the initial measurements and daily reports.

**Q.** Why aren't tight schedules, classroom work-time, etc., involved in such an important training period?

**A.** Since each course is completely tailored to each trainee's needs, interests and abilities, the trainee keeps the complete set of equipment and materials in his exclusive possession for as much time as he needs to complete the 20 practice hours.

**Q.** Must all men in one company be trained at one time?

**A.** No. Because approach is individual, each man can choose his own best month for training.

**Q.** Must company personnel manage the program?

**A.** No. The Foundation supplies

both management and supervision. The company need furnish only the list of trainees with their monthly preferences for training.

**Q.** What does the program cost?

**A.** Cost depends on the total number to be trained. Fees range from \$100 per trainee, down to \$30, depending on the number of men.

**Q.** Should the company foot the entire cost?

**A.** No. Each trainee should pay part of the cost. This insures best results because each man then takes training voluntarily. His company may refund all or part of the trainee's investment when he has completed training; this is additional incentive to do a good job.

**Q.** Is this the same course offered by a few colleges, such as the Illinois Institute of Technology?

**A.** No. Most college courses are

aimed at the "remedial," or below-average, reader of college age. These courses suffer the limitations of classroom teaching. Foundation programs are designed for the average or above-average businessman or professional reader. Most colleges lack practical experience in providing flexibility of schedules, do not have reading materials which are of interest to the mature adult, and are limited by budget to the use of group training equipment. Although cost of these programs is sometimes lower, results are proportionally lower. Often, the value of a man's time is greater than the lesson cost.

**Q.** How permanent are improved reading skills?

**A.** Reading is an acquired skill. As you continue to practice new skills, you improve. Like swimming, you do not forget how. Persons individually trained were tested as much as five years after training and were found to be reading better, on an average, than they read at the end of the training.

**Q.** Can technical and difficult materials also be read faster?

**A.** Yes. With training, you will learn to adjust your rate to the difficulty of the matter being read. If your current rate is 250 words a minute, your technical rate is probably only 100 to 150. By improving your basic reading rate to 500 words a minute, your technical rate should double proportionately to 200 or 300 or more.

### How to Get into It

**Q.** What is the best way to launch a program?

**A.** All participants should first learn about the history, methods and techniques used. This eliminates confusion, clears up false notions such as "the slow reader is the careful reader," and helps to enlist a voluntary group. Our experience with hundreds of companies has proved that the most successful way to launch a reading program is to start with a demonstration of the benefits and the instruments.

The demonstration meeting saves time by eliminating explanations of the program to each individual, and permits the instructor to provide a dramatic, organized explanation of the theory, procedure and instruments. The meeting lasts an hour.

The Foundation has literature available on how to launch a program, and it is available at no cost for an interested company group. There are also field representatives available who provide interesting and instructive

## Sales Manager's Bird Cage



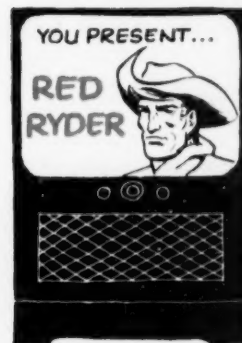
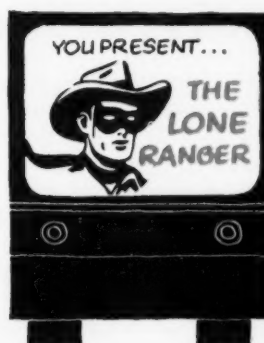
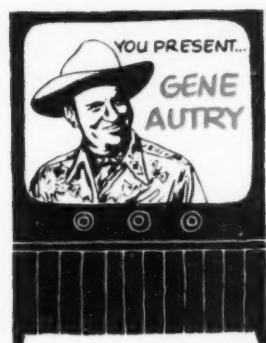
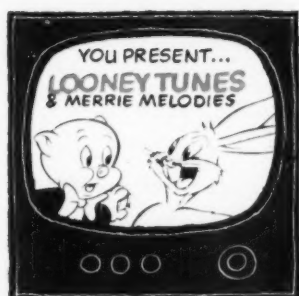
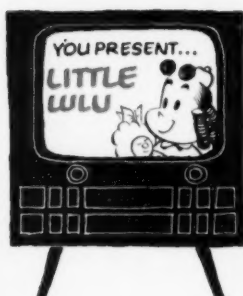
**EMPTY-HEADED EDGAR . . . The Witless Woodpecker**

Hasn't contributed a worth-while idea at the weekly sales meeting for the past two months. The branch manager soon suspected that this half-baked salesman was not helpful to his customers either.

© 1953 William G. Damroth & Co.

# HOW YOU CAN AFFORD ALL THIS TOP NAME TALENT

## every day—all month long!



Just a quick picture of the multi-million dollar top name entertainment you sponsor every month—when you advertise in **DELL COMICS**.

Many of these top performers are *not* available for TV. But you get them *all* as a **DELL** advertiser in the largest-selling comic group unit in America.

DELL COMICS	
Animateds	Western & Adventure
WALT DISNEY'S COMICS	GENE AUTRY
LITTLE LULU	ROY ROGERS
TOM & JERRY	LONE RANGER
LOONEY TUNES	RED RYDER
NEW FUNNIES	TARZAN

With top-rated talent like this, you can understand why over 10,000,000 of the above **DELL COMICS** titles are sold each month...and how such an enormous sale coupled with almost unbelievable pass-along, swap-along readership gives you unparalleled coverage of 9 out of 10 youngsters throughout the nation. **DELL COMICS** means the greatest transmittal power in the young people's market at a *fraction* of the cost of many lesser penetrating media or programs.

# DELL COMICS

DELL PUBLISHING COMPANY, INC., 261 FIFTH AVENUE, NEW YORK 16, N. Y.

AUGUST 1, 1953



# Unusual Care...



In Milwaukee, the zoo has been able to keep this baby leopard alive by getting this mama cat to be its nurse.

## for Unusual Care on Long-Distance Moves Go the MAYFLOWER Way!

► When a family has to move its treasured possessions hundreds of miles away, they deserve "unusual care." That means extra protection, extra attention to every detail, and that's where Mayflower Service really shines, because extra precautions and refinements are standard practice. Take,

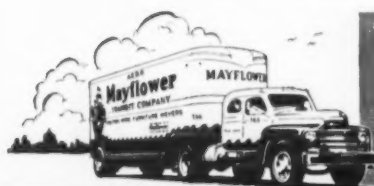


Mayflower Packing Manual guides all packers to safe packing of breakables for long-distance moves.

for example, the packers who prepare breakables for shipment. They pack according to approved methods and with approved materials developed by Mayflower, which are described in detail in the Mayflower Packing Manual. That's the kind of careful preparation that makes every phase of Mayflower Service safer and easier for your personnel transfers. Your local Mayflower representative will be glad to arrange it for you.

### AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



**NATION-WIDE FURNITURE MOVERS**

lectures and demonstrations by appointment to any group or club in any city.

**Q.** Who has actually improved his reading through the services of the Foundation?

**A.** The Foundation has trained executives and sales personnel at such companies as Armour & Co., Borg-Warner Corp., Continental Can Co., Cory Corp., Hotpoint Co., McGraw-Hill Publishing Co., Motorola, Inc., Stewart-Warner Corp., Goss Printing Press Co., U. S. Steel (Gary Sheet & Tin Mill), Maytag Corp., Oscar Mayer & Co., Ray-O-Vac Co., etc.

**Q.** What have they to say about the course?

**A.** Hotpoint, for instance, retained the Foundation to train 70 of its top executives to read faster and more comprehensively. This training will cover a six-month period at the home office, with officials from every major department taking the course.

### Hotpoint Cites Benefits

This was an outgrowth of the course taken by John C. Sharp, Hotpoint president. Here's what he had to say:

"Slow and incomprehensive reading is creating an enormous waste in industry today. A great service can be done by reducing an executive's reading time and increasing his comprehension. This automatically frees him from reading chores and allows a redirection of efforts and talents to more productive lines.

"By reading faster and more comprehensively, an executive can, for the first time, get to the 'meat' of many new ideas in business publications and general news material, formerly overlooked because of time limitations."

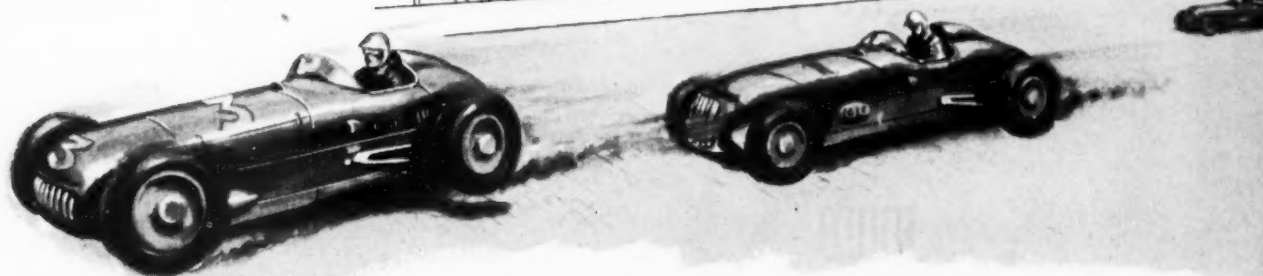
Reading assignments at Hotpoint are studied by executives at home. Each man is given equipment, data and the necessary instruments for taking the home-study course. The company is using this training program for better reading as a "kick-off" to an overall executive development program.

**Q.** What is the future of this better-reading program?

**A.** The awareness of industry to the needs of training executives and sales personnel along the lines of rapid and comprehensive reading is indicated by the growth of the Foundation. The central office is in Chicago, and we now have branch offices in Detroit, Cleveland, Toledo, Cincinnati and Milwaukee. When an organization fills a need, it can't help but grow!

SALES MANAGEMENT

*In Indianapolis . . .*



# EVENING IS EVEN BETTER

It sounds like a stopper but it's true—*evening* radio time is even better than early morning which no one needs to tell you is an excellent value from the standpoint of listeners per set, audience turnover and family-type audience.

To be specific . . . take Indianapolis, where a survey\* of the three-hour periods 6:00 to 9:00 P.M. versus 6:00 to 9:00 A.M. Monday through Friday discloses these extremely interesting percentages:

**13% higher average ratings on WIBC in the evening.**

**13% more sets in use in the evening.**

Giving a still sharper edge to these figures is television's complete penetration into the Indianapolis area!

This is no isolated case: it's repeated in city after city coast to coast. Even in many mature television markets, evening radio offers a far larger audience than early morning, yet the cost per thousand comparison is most attractive.

Bargain-wise advertisers and agencies should have all the facts with which we support our statement that nighttime radio is *today's best buy*.

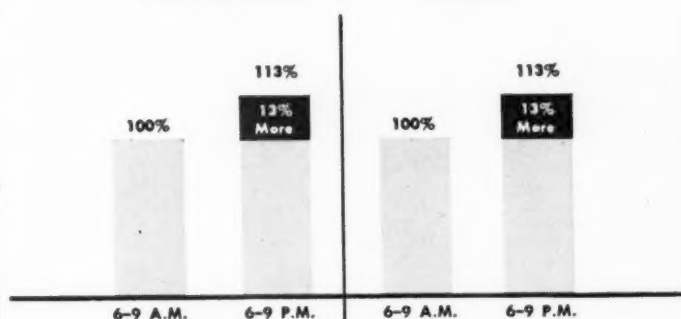
Call your John Blair man *today!*

*particularly over WIBC, Indiana's First and Only 50,000 Watt Station*

## In Indianapolis, Evening is Even Better

WIBC Average Ratings

Sets in Use



Comparison WIBC Average Ratings and Sets in Use 6-9 A.M. vs. 6-9 P.M. Mon.-Fri. 6-9 A.M. equals 100%.

\*Source: January Pulse Indianapolis

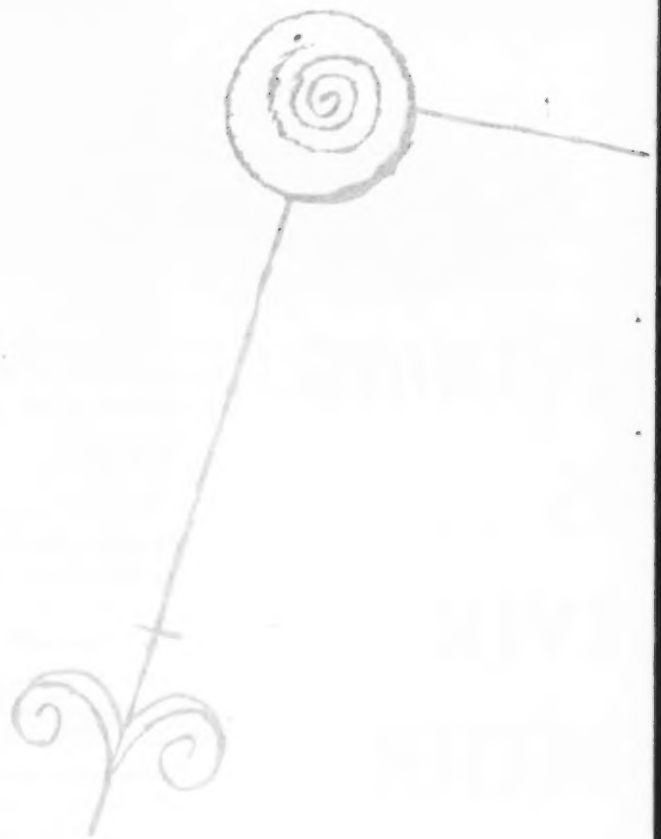
This is one in a continuing series of advertisements based on regular syndicated audience measurement reports. To achieve a uniform basis of measurement, the stations chosen for this series are all John Blair-represented outlets . . . all in major markets, all in mature television markets.

# JOHN BLAIR & COMPANY

**REPRESENTING LEADING  
RADIO STATIONS**

NEW YORK • BOSTON • CHICAGO  
ST. LOUIS • DETROIT • DALLAS  
SAN FRANCISCO • LOS ANGELES

how to  
give your  
salesmen  
more  
**golden  
hours**  
with  
interested  
prospects





The most profitable hours a salesman has are the hours he spends with prospects *after* they have decided that his product may be the one they're looking for, and want to know more about it.

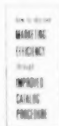
To increase the number of these profitable hours, many industrial marketers are using the standard tools of marketing in a way that makes each tool more effective.

First they make sure they cover every worthwhile prospect with a good catalog. They make sure each catalog is kept *instantly accessible* in the buyer's office so that it will surely be found when needed.

Then these industrial marketers use another marketing tool, *advertising*, to seek out "ready" prospects and direct them to the catalog already anchored in their offices.

This simple coordination of *selling* tools and *buying* tools makes it easier for more prospects to reach the point where they are ready to call in your salesman and say in effect, "Tell me more."

Today, 1,480 manufacturers are using Sweet's facilities to get their catalogs anchored at the elbow of their best prospects; step one in the development of *more* golden opportunities for your salesmen. "**The easier you make it for people to buy your products, the easier they are to sell!**"



FREE: Pocket-size booklet, "How to Improve Marketing Efficiency through Improved Catalog Procedure." Write Dept. 46, Sweet's Catalog Service, 119 West 40th Street, New York 18, New York.

## Sweet's Catalog Service

Division of F. W. Dodge Corporation

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

119 WEST 40TH STREET, NEW YORK 18, NEW YORK

Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco







STORE DOOR POSTERS merchandise the weekly Bonnie Hubbard specials.



LARGER WINDOW PIECES play the brands and products currently advertised.



INTERIOR DISPLAYS smash shoppers in the eye, ask them to buy.

## Retailers Run This Co-op Ad Plan

A West Coast cooperative, United Grocers, gives a reverse twist to the old split-the-cost team play.

When retailers get together to show manufacturers how to do a better job of merchandising and actively help to do it—that's news. Grocers in northern California and the Reno, Nev., areas, who are members of the voluntary cooperative known as United Grocers, Ltd., give manufacturers whose products they sell a promotional service which appears to be unique in the U.S.

It is something quite different from cooperative advertising, and manufacturers who have participated seem to be happy with results.

The grocer-manufacturer promotional collaboration takes two forms, both of which were originated by the retailers. The first and oldest is a tabloid, sponsored by 159 stores in rural and semi-rural areas, which each week advertises the "specials" the grocers will feature. The second is a syndicated column of editorialized advertising of grocery products, called "Bonnie Hubbard's Kitchen KUPboard," which appears in 22 newspapers, features products of 14 manufacturers on a rotating basis, and is tied in at point-of-purchase by the organization's 2,150 stores with a strong and aggressive program.

The tabloid started quietly in 1948, with distribution to 50,000 homes in northern California. Now, entering its fifth successful year, it has a mailing of 289,000 in the territory from Chico in the north, to Bakersfield in the south.

The four-page publication is called "United Family News." It is put together at UG headquarters in San Francisco, under the editorship of Miss Louise Landis. The front page



Henry P. Cowen, President of MacGregor Golf Co., Cincinnati, Ohio, asks an unusual question:

## "Which club is worth \$8,000?"

"Jack Burke was teed off!

"He was leading the Texas Open after two red-hot rounds. Then a souvenir-hound stole a custom-made 11-iron from his bag. Without that MacGregor 'Double Duty' iron, he was in trouble!

"He sent us a desperate telegram at Cincinnati. We called Air Express — and a duplicate club was in his hands the next morning!

"He went on to win the Texas Open and three more tournaments in quick succession. His new MacGregor 11-iron (6th from the right) was worth \$8,000 in prize money—thanks to Air Express!

"Jack and our other staff professionals are the 'proving ground' for MacGregor golf equipment. Keeping these famous players supplied as they move from tournament to tournament could be a tough job. But Air Express reaches them quickly—wherever they are.

"Demands of tournament committees, pro shops and retailers keep us calling on Air Express day in and day out. Air Express has never failed us. Yet costs on most of our shipments are actually *lower* than other air services.

"We save money by specifying the fastest service — Air Express!"

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



**AIR EXPRESS**

**GETS THERE FIRST**

*via U. S. Scheduled Airlines*

features news, pictures, and informational matter of interest to home makers. The back page, also heavily illustrated, has a cartoon strip, a pattern column, and food talk and recipes which tie in with advertising. The center spread offers the sponsoring grocer's specials. These are in two colors (black and a different accompanying shade each week). The color copy is standard for all of the week's mailing, and features products of participating manufacturers. Advertising copy in black offers the local grocer's individual specials.

The mechanics of production and distribution are simple, despite the fact that the grocers' individual copy must come from the tabloid's 159 sponsors each week, and speed is essential.

The standard copy, which *must* be carried by the grocer in the copy of the tabloid sent out to customers in his area, is already set up and printed. The grocer may alter the prices if they do not conform with his own schedule. Blank columns and boxes are left for his specials to be inserted. He returns the proof with his copy, and the newspaper is completed.

#### Mail-Poster Tieup

Each sponsoring grocer previously has sent his mailing list to UG headquarters. It is put on metal plates and kept up to date. Mailing is to residence numbers, not to individuals. Printing is completed Monday. It is put in the mail Tuesday, reaches local post offices Wednesday, and is distributed Thursday.

But that does not end it. Each sponsoring grocer receives five colored store posters which repeat the standard portion of the advertising in the tabloid. He displays these posters in his store and in windows for point-of-purchase impact. All participating stores are in non-metropolitan areas. That the tabloid does a job for the grocers is attested by the large growth of distribution. That the manufacturers like it is equally evident, since an increasing number continue to require space.

The tabloid participation is retailer-manufacturer cooperative advertising. The Bonnie Hubbard program is on an entirely different basis. The manufacturer pays a flat fee for each participation.

Bonnie Hubbard, star of the syndicated column, was born two years ago. She is the ideal, but very human type of what every young housewife would like to be. She is a home maker with know-how and an open mind, a keen shopper, one who looks for the

#### Based on an interview with ROBERT B. JOHNSON Advertising Manager United Grocers, Ltd.

best buys, shops in stores which offer quality and value . . . and shares her experiences with her neighbors and friends through her chatty column, which each week features 14 different products on which Bonnie has the lowdown.

Bonnie Hubbard was inspired by Nancy Sasser ("Buy Lines") and Jessie De Both ("Jessie's Notebook"). Realizing the potential of this type of advertising for the food business, United Grocers created Bonnie Hubbard, and put her to work to do an advertising and promotional job for its 2,150 members, and for the manufacturers whose products it sells.

Some examples of the column:

"The trouble with housekeeping is, it's so daily," a friend of mine mourned. True—but more and more, women are finding short cuts that make the 'daily' parts less irksome. NIAGARA STARCH, for instance. . ."

"The Greeks had a word for it . . . but when I think of 'gracious hostess' I think of a woman whose home reflects her sense of beauty in every corner . . . and it's no coincidence that she so often chooses CHIFFON TISSUE. . ."

"If you have a canine gourmet in the household—a finicky pooch who picks at his food, don't banish him to the dog-house [the approach to a plug for Old English dog food]."

"Love at first sight—that's what it was when kitty first met puss 'N BOOTS, the food made especially for cats . . . and now it looks like a lifelong romance."

Products of 14 manufacturers get this kind of light-hearted treatment each week.

Where is the column read? UGs' executives chose leading newspapers in the northern California-Reno, Nev., area, analyzed them, and screened out 34 which cover the UG area, and represent 93% of its membership. They placed the column, as advertising, in these newspapers, and specified that it appear on the women's (not the food) page. The aim was to have women read the column on their favorite page, then turn to the food page.

Manufacturers were invited to participate on a one-time or a six-

time basis. One participation cost \$425; six, \$375 each. This entitled the manufacturer to 35 agate lines of type, editorializing on his product, in one of two groups of newspapers into which the publications used were divided on a rotating schedule. Each of these offered the manufacturer more than 1,200,000 ABC circulation. The flat participation rate also included all copy, artwork, typesetting, engraving and mat service. The manufacturer was required to furnish detailed information about the product, including current advertising.

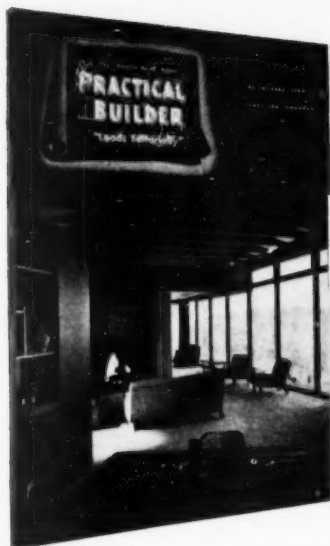
Response was enthusiastic. Firms such as American Home Foods, Inc., Westinghouse Corp., Philip Morris & Co., Ltd., Inc., General Foods Corp., Libby, McNeill & Libby, Geo. A. Hormel & Co., Armour & Co., Gerber & Co., Inc., Van Camp Sea Food Co., Inc.; brands such as Mazola, Clorox, IXL, Comfort Paper, My-T-Fine, Gebhardt's, Karo, and Ocean Spray, were soon appearing in Bonnie Hubbard's Kupboard. UG has two private brands which receive mention on the same basis as participating manufacturers. Advertising is accepted from any manufacturer whose product is distributed by UG membership. Competing items are not featured in the same week.

#### Local Media Rotate

The rotating group system is used to include the largest number of newspapers and to achieve maximum coverage. For example, all four dailies in San Francisco are used, but the column appears in each once a month only. In a small town such as Marysville, for example, the organization may not have enough members to justify weekly scheduling of the column. In this case it would run every other week, or twice monthly.

Newspaper advertising is tied in with point-of-purchase displays. Each column is reproduced on colorful posters, 24" x 36". The column appears at the extreme left. Under the head of "Bonnie Hubbard Features," the remainder of the poster space is devoted to splash advertising of the 14 products discussed in the copy, with blank space for the grocer's price, which is inserted by hand. This poster goes to the grocer one week prior to the appearance of the column in his local newspaper so that he may plan his window and store tie-in, and see that he is stocked up on featured items.

The poster is made flexible, for the greatest possible usage. Perforations permit separation of the column, and separation of each individual item,



*Says a Chicago advertiser (name on request):*

*"In January PB ran some publicity on our new product. We have since received inquiries from this publicity almost every week . . . the largest amount ever received from publicity in any trade magazine. You, of course, know we have always considered Practical Builder one of the leaders in the building field; and the ads we place in PB prove this daily."*

*"Success," once observed the great Disraeli, "is the child of audacity." To make a magazine truly great, you need more than cash . . . you need courage. You must not only do . . . you must dare. Those who have watched **practical builder** grow into the top book in its field know why. From the first issue that rolled off the press, PB has had guts, stamina, backbone: the courage to "stand up" for the industry it serves. Readers have been quick to sense this courage and to respect it. And advertisers who know how to transfer reader-loyalty from the editorial page to the advertising page, have been quick to profit by it. They know that when they're in PB, they're in . . .*



**... of the light  
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3





Got a moving  
problem?

Cross  
country—



or across the hall—AMERICAN RED BALL moving specialists do the job *right!* Everything's safe—home or office—and the **COST IS LOWER THAN MOST!** Consult yellow pages of your 'phone directory for your nearest AMERICAN RED BALL agent! **FREE PERSONALIZED ESTIMATE!**

**Rely on AMERICAN RED BALL**  
TRANSIT COMPANY INC  
PIONEER NATION-WIDE MOVERS



**We publish the newspaper that's  
read in 3 out of 5 homes  
in Nebraska and Western Iowa**

that's a market of 1 1/2 million people  
with 2 billion dollars to spend

**Omaha World-Herald**

250,832 daily . . . 258,372 Sunday

Publishers Statement for March 31, 1953

O'MARA & ORMSBEE, National Representatives

*Home delivered  
in 1141 towns*



for the grocer's own arrangement. Thus, grocers may use the poster as a whole, or any portion of it, and may delete items they do not have in stock or prefer not to feature that week. To facilitate imaginative display, UG provides members with charts which show clever and eye-catching usage. (See illustration on page 52.)

Sufficiently in advance of the appearance of the column, a bulletin is sent out from UG headquarters which briefs grocer-members on what will appear in the Bonnie Hubbard column. The weekly bulletins permit grocers ample time to order stocks from local UG warehouses.

There are two other point-of-purchase pieces. One is a colorful 9" x 7 1/4" decalcomania, which pictures the Bonnie Hubbard column head, states that "Advertised Items [are] Featured Here," and that it appears Regularly in Your Newspaper—through the Courtesy of This Store." The other is a vivid window strip which reminds shoppers to read the column "for helpful hints and thrifty tips," and that it is "Brought to You through the Courtesy of This Store."

Additional merchandising aids: Bonnie Hubbard advertising reprints are supplied to all member stores, and many member stores have retail advertising tie-ins. Bonnie Hubbard advertisers are featured in "United Family News," the retail publication described above. The Bonnie Hubbard column to UG members and to consumers is also promoted through "United Family News," direct mail handbills, transit advertisements and other media.

#### Ad Coverage Is Heavy

Says Johnson: "Retail tie-ins with Bonnie Hubbard through the means mentioned are, we believe, a unique feature of the Bonnie Hubbard column and one that has produced some outstanding results."

UG members are served by 100 large trucks which move stock from central warehouses to retail stores. These trucks operate out of six branches, and carry large panels which also publicize the column, poster-style.

The grocers estimate that the manufacturer pays 15 cents a store for each editorialized advertisement, plus point-of-purchase tie-in. UG members, a continuing survey shows, are doing an outstanding job of promotion, both of the column and of the items featured weekly. It is estimated that the program covers one-third of all the grocery business in the 50 northern California counties.

SALES MANAGEMENT

Manufacturers are eager to participate in the promotional program. The first 14 who joined two years ago are still participating. Approximately 16 additional manufacturers joined, bringing the total to about 30. Promotion of many of the products of these manufacturers is seasonal, and they participate on a rotating schedule, since only 14 can be featured weekly. The latest to join is Westinghouse, to promote electric light bulbs.

Manufacturers who have tested results are pleased. Some manufacturers key the copy. For example, IXL offered a booklet on cooking Mexican food. The company reports response in a ratio of 3 to 1 over other media, similarly keyed, with comparable circulation.

#### Column Readership Is High

A continuous readership survey made by Facts Consolidated, which keeps tabs on what women think of the column, reveals that it has a 22% readership, figured on the basis of a circulation of 1,200,000. Over 60% of those who read the column do so regularly, according to survey reports, which are available to manufacturers on request. All 14 of the advertisements in the column are read by 14.4% of the circulation. The same reports show that many stores regularly give merchandising support.

Interested manufacturers and their advertising agencies are kept informed of these and other pertinent facts relating to the program by regular direct mailings from UG headquarters.

This organization is one of 11 voluntary retail food cooperatives on the West Coast. All are affiliated under the name of Pacific Mercantile Co. This in turn is the western division of the National Retail Owned Groceries Association. United Grocers is the only retail grocery group, known here, to initiate and carry through this kind of program of advertising and merchandising support for the products they sell.

The success of the program, in particular of the Bonnie Hubbard plan, has encouraged the group to consider television as an advertising medium. In the near future (as soon as the Sacramento and Fresno areas have television stations), it is the grocers' intention to put Bonnie Hubbard and her advertising on the television screen. Other projected expansions call for Sunday supplement space, and the addition of several monthly magazines to the newspaper schedule.



## A great RESPONSIBILITY has been placed in our hands



*Before you can sell a market of people . . . you must have their trust and confidence.*

WMC's privilege of broadcasting, since its inception in 1923, has always been regarded as a great responsibility to its listeners.

More than thirty years of outstanding public service has built for WMC an audience of unfailing loyalty . . . has created a prestige that is unparalleled for any other station in Memphis and the Mid-South.

# W M C

## M E M P H I S

### NBC—5,000 WATTS—790 K. C.

National representatives, The Branham Company

**WMCF** 260 KW Simultaneously Duplicating AM Schedule

**WMCT** First TV Station in Memphis and the Mid-South

Owned and Operated by The Commercial Appeal

# The Inca...



The archaeologists find their dead cities. The prying roots of plants have toppled their stately stone temples. Their massive pyramids are overgrown mounds. The history of the Incas is buried in their ruins.

The Incas' economy and culture were built on corn. When the land no longer yielded corn, the gods were angry. They abandoned their cities, moved to new land. And in time, succumbed to hunger and the invaders.

Like most primitive people, and our own pioneers, the Incas mined their soil, exhausted it by close and continuous cultivation. The era of the Incas was determined by the intervals between their corn plants!

*A full grown stalk of corn stands eight feet tall, bears one or two ears and fifteen to twenty leaves, weighs six to eight pounds . . . A 100-bushel crop takes from an acre of topsoil about 150 lbs. of nitrogen, 53 lbs. of phosphorus and 94 lbs. of potassium . . .*

THE TOLL of corn must be replaced, or soil loses its fertility. Normally, corn is grown in the same field every third year; and legumes planted in the two years between corn crops.

For high yield, the farmer also uses quantities of chemical fertilizer.

In March 1952, *SUCCESSFUL FARMING* ran an article about a radically new method of wide-row corn planting.

Traditionally, corn is planted in rows forty inches apart. Wide-row planting leaves sixty, seventy or eighty inches between the rows; or wide intervals between two thirty-inch rows. Almost twice as many seeds are used as in the conventional rows.

When the stalks are knee high, the spaces between rows are planted with legumes, grass, clover, small grains—which serve as a cover crop after the corn is harvested, conserve the soil and reduce erosion. The legumes may



# and the Interval!

restore to the soil as much as three-fourths of the nitrogen needed for a corn crop.

The cover crop can be used as forage, saves silage and gives cattle a better balanced winter ration; in spring, the cover crop can be plowed under, supplies green manure, adds organic matter which holds water better.

The yield runs about 10% less...but wide row planting simultaneously replaces most of the soil elements consumed by corn; and makes possible a corn crop every year, or every two years, from the same field—doubles or triples the previous yield!

In the March article, **SUCCESSFUL FARMING** urged its readers to make tests on their own acres. Many did so, with satisfactory results. As wide-row planting spreads, manufacturers will develop the new machinery, and seed growers the new varieties required.

*Wide-row corn planting promises to be a new milestone in agricultural history, of major significance not only to the farmer, but to the whole national economy; and is merely another instance of **SUCCESSFUL FARMING's** service to the best farmers in the country.*

FOR FIFTY YEARS, **SUCCESSFUL FARMING** has been serving Heart States farmers and farm families... helping them to save work, plan better, improve their crops, make money, and to get more out of life.

SF concentrates a million of its circulation



among the country's 2.1 million top farmers who have the best soil, largest investments in building and equipment, the best brains, best techniques, and the best crops. These major producers are only 39% of the nation's farmers—but get 88% of U.S. cash farm income.

*The average farm cash income of the SF subscriber is in excess of \$10,000—64% above the national farm average.*

The SF farm subscribers have enjoyed good prices and profits for a dozen years; paid off mortgages and old debts; have expanded and



improved their physical plants, and still have billions in savings.

The dozen good years have brought about a revolution in farm living. Electrification has brought efficient labor saving appliances, new comforts and conveniences. The SF farm families are building and remodeling homes on a huge scale; installing heating systems, new bathrooms and model kitchens; buying furniture and furnishings.

**SUCCESSFUL FARMING** circulation represents one of the world's best class markets—and a market not very well covered by the general media; and as yet little available to television. Every national advertiser needs **SUCCESSFUL FARMING** for its deep penetration and real influence—to balance national advertising effort, and reach the most of the best farm business available today.

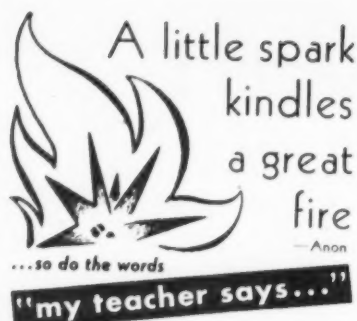
## Successful Farming

*...service medium to the nation's best farm families, concentrated in the fifteen agricultural Heart States where farmers mean big business!... Get the facts at any SF office*

Meredith Publishing Company, Des Moines... New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles







All parents know the phrase, "My teacher says..." They hear it over and over from children who firmly believe that their teacher knows everything, and accept her every word as gospel truth.

Impressions of what "teacher says" are carried into 10,000,000 homes by 26,000,000 school kids. And teachers' acquired knowledge and opinions is influenced by their own state teachers' magazine. That's why your advertising message in State Teachers Magazines is so important.

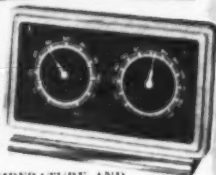
Through any or all 44 state publications you can reach up to 900,000 subscribers to State Teachers Magazines. For full information, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

## State TEACHERS Magazines

### BUSINESS GIFTS THAT WIN FRIENDS!

IMPRINTED  
*Airguide*  
WEATHER INSTRUMENTS

BEAUTIFUL,  
AND USEFUL,  
—THEY KEEP  
YOUR NAME  
AT THE CENTER  
OF ATTENTION



No. 105 TEMPERATURE AND HUMIDITY INDICATOR. Smartly modern in warm gray plastic case with polished brass base. Handsome dial, 5 1/2" wide.



No. 407 OUTDOOR THERMOMETER. Adjustable, easy to read. Gray weather-proof plastic case 3 3/4" in diam. Bright red pointer.

Write for literature and name of nearest advertising specialty jobber.

FEE AND STEMWEDEL, INC.  
2210 WABANSIA AVE., CHICAGO 47, ILL.

# Shop Talk

## High-Pressure, Second Wind

By coincidence I had just finished the Shop Talk column for July 15 in which I heaved a few artillery missiles at high-pressure salesmen, when a fellow editor placed on my desk a marked copy of the June 29 issue of New York's *Daily News*.

On that day the paper's inquiring reporter buttonholed half a dozen New Yorkers with this question: "How can a person best resist a high-pressure salesman?"

Excerpts from some of the answers:

"I listen politely, but if I don't need his product, I tell him... I'm too busy or in a hurry to get somewhere for a business appointment."

"I just walk away without answering."

"I just agree with everything he says. I say, 'What a salesman you are!' He soon gives up."

"Tell him you've had sales experience and that you realize how tough his job is. Sympathize with him and wish him better luck with the next guy."

Note that inherent in the question itself is the assumption that everybody is only too familiar with the high-pressure salesman as a type, and the assumption that an attitude of resistance and distaste is taken for granted. Note that in the answers the key to each is the feeling of need for escape. Now what kind of a basis is that for trying to do business? Or for building more integrity into selling?

If we're going to make any real progress in elevating our standards of salesmanship (and eliminating this element of sheer pushiness which we call high-pressure is a part of that job) we must etch into the minds of salesmen the understanding that confidence-building is the first indispensable step in any sound sales-creating process. We must teach them the attitudes and techniques of confidence-building.

I do not believe management can escape a large share of the blame for much of the high-pressure selling that goes on today. Many a salesman is trying to make a living the hard way in selling simply because nobody has bothered to teach him a sounder method of working. He somehow confuses aggressiveness—even belligerency—with salesmanship. He has never learned to distinguish between the use of force and the use of persuasion. He has never learned to think of a sale as a transaction in which both seller and buyer should benefit.

Flagrant high-pressure tactics exist in many sales forces because management is high-pressure-minded itself. Competition will, I believe, eventually take care of that situation. Or management may be so backward in its thinking that it sees no need for sales training as a part-time, let alone a continuing function, in the conduct of its business. So, left to operate by gosh, by blunder and by ear, the salesmen for such a company stumble along as best they can, and if they fall into high-pressure sins, why blame them any more than the management which either knows no better itself, or doesn't care?

Even in companies where there is a sales training routine, management may not appreciate the necessity for fitting into that routine any discussion of the hazards of high-pressure selling. It seems to me that any sales study course would surely be the better for devoting some reasonable part of its attention to close examination of some of the common pitfalls of salesmanship. Certainly the moves and the attitudes and the language that cause prospects to throw up all their defenses against what they consider high-pressure, is one of those pitfalls.

It's true that the most flagrant examples of high-pressure sales tactics are to be found in fly-by-night companies, frankly committed to doing business on an opportunistic basis, with the eye fixed on today's business and the mind indifferent to tomorrow's prospects. They are likely to be characteristic of some companies that sell a one-shot product, where the salesman never expects to see the same buyer again. It does not matter to him if the buyer is dissatisfied with his purchase and develops a full-blown grudge toward the company that victimized him. Such companies have no respected brand name to protect, no good will to lose. They're the lunatic fringe of selling, and their behavior will always be a source of embarrassment.

But I've been living in the sales world long enough to know that high-pressure tactics often creep into the sales forces of companies whose names and products have the backing of millions in advertising and whose names are very well-known indeed.

Do you have trouble with dealers who complain that your salesmen consistently overload them? (Very recently the National Appliance and Radio-TV Dealers Association found it necessary to write into a platform a statement condemning some manufacturers for "unhealthy loading practices." Do you have to answer too many complaints from buyers who are unhappy because the product failed to live up to the salesman's hyperbole? Do you have a returned goods problem? Are you failing to cash a reasonable percentage of direct leads—do many of them just fizzle out?

You may find the answer to any of these questions in some error of sales technique which is essentially a fault associated with high-pressure selling.

The enormous resentment fired in the public mind by the whiz kids is a public relations problem for the whole profession. It undermines public confidence in salesmanship and makes selling harder for all of us. In that sense, it's everybody's problem.

I am not living in such a dream world that I believe we are going to run the hot rod boys out of selling any more than the legal profession has been able to eliminate shyster lawyers, or medicine has been able to curb all its quacks. But I do believe that if legitimate businesses conscientiously work hard to disassociate themselves from all of the shenanigans practiced by the high-pressure clan, the public will in time begin to censor only the offenders instead of spreading its distrust across the whole field, as it too often seems to do now.

You will have gathered by now that I'm bitterly opposed to all that goes to make up high-pressure salesmanship. I think it's an inane way to sell because the same amount of energy coupled with service attitudes and sound sales techniques can produce so much more attractive results: It can make a lot more money for the practitioner, it can make more friends, and it can create true work satisfaction.

I admit to some suspicion that sales executives are a bit inclined, under higher-up management demands for volume, to overlook pressure tactics by some of the men on their own sales forces. I hope I'm wrong. At any rate there seems to be a conspiracy of silence on the matter, and I'd like to see it broken. Let's drag out this subject in some of our professional meetings. One thing sure: We'll never lick a problem if we don't have the moral courage to recognize that it exists.

**A. R. HAHN**  
Managing Editor.

**BAYONNE**  
IS A  
**NATURAL**



**TEST TOWN**  
for  
**Metropolitan NEW YORK**

Although Bayonne is within a stone's throw of New York, and is typical in all major market data facts... Bayonne cannot be sold from the outside... Send for the revised 1953 up-to-the-minute MARKET DATA FOLDER

**THE BAYONNE TIMES**  
BAYONNE, NEW JERSEY  
Nationally Represented By **BOGNER & MARTIN**

## Biggest Florida Increase

*In Central (Inland) Florida there is one dominant medium for half a million people.*

### ORLANDO SENTINEL-STAR

It leads all Fla. papers in circulation increase, ABC ending March 31 with 12.4 pct.

### ORLANDO SENTINEL-STAR

Morning - Evening - Sunday  
Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

## transportation costs adding up to headaches?

**2 3 4 7 9 9**

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

### TOWN AUTO RENTALS, INC.

481 North Broad Street, Philadelphia 8, Pa.

MArket 7-7935

Backed by 32 years of auto service

# HIGHEST\* SUBSCRIBER INCOMES

## ...IT MEANS TOP POSITIONS



FAMILY INCOME AVERAGE—\$14,503

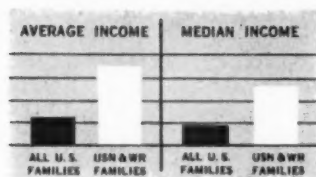
MEDIAN FAMILY INCOME—\$9,330



For latest income data,  
call or write our advertising  
office at 30 Rockefeller  
Plaza, New York 20, N.Y.  
Advertising offices also in Boston,  
Philadelphia, Cleveland,  
Detroit, St. Louis, San Francisco,  
and Washington.

*America's*

NOW MORE  
BY ANY



The news magazines have always attracted the higher-income readers. And of all the news magazines, "U.S. News & World Report" ranks highest in the family income level of its subscribers.

The 1953 average income of "U.S. News & World Report" families is \$14,503. That's 22% higher than that of any other news magazine, more than three times the average for the nation.

The median income is \$9,330. This is 28% higher than that of any other news magazine, more than 2½ times the median for the nation.

Almost half of "U.S. News & World Report's" more than 600,000 families are in the \$10,000-and-over bracket. The exact figure is 45.6%.

Two out of three have incomes of \$7,500 or over. The exact figure is 62.3%.

More than five out of six have incomes of \$5,000 or over. The exact figure is 84.5%.

This means that every advertising dollar in "U.S. News & World Report" buys 32% more "\$10,000-and-over" families than in any other news magazine, 24% more in the "\$7,500-and-over" group, 3% more in the "\$5,000-and-over" group.

## AND TOP BUYING POWER

Important incomes reflect important positions. Each week, "U.S. News & World Report" brings the essential news and analyses of the news, reported nowhere else, that affects the business plans and personal living of important people. These are the people who hold the responsible positions in business, industry, government and the professions, all across the country. They are the important people to have on your side. They are the important people to have on your books.

### *Class News Magazine*

**THAN 600,000 NET PAID CIRCULATION—A MARKET NOT DUPLICATED  
OTHER NEWS OR MANAGEMENT MAGAZINE**



# Why Genesee Hired A Pretty Career Girl

"Genesee" is an old and highly respected Indian name in the state of New York. If you get on Genesee Street in Buffalo and stay on it, you wind up in Albany. And back in Civil War days, there was a Genesee brewery in Rochester. At the turn of repeal, a new Genesee brewery was established, and today Genesee beer and ale flows from it.

The Genesee Brewing Co., Rochester, sells the bulk of its beer and ale in New York State, north of the metropolitan New York City area. There are, in that territory, about 22,000 retail outlets, almost equally divided between off-premise and on-premise outlets — food stores and taverns.

Despite all this, it is easier to say "Jenny" than "Genesee."

Therefore, since repeal, the company has been trying to make capital of "Jenny." This, on the premise that Genesee's Jenny should be a lady. Young, preferably, and pretty. Above all, a trade character.

In the intervening years the company has spent thousands of dollars with artists, industrial designers, and others, seeking a proper interpretation. Jenny was considered in all sizes and shapes and in all kinds of costumes. She was thought of as an individual illustration in newspaper advertisements; as an illustration in a 24-sheet poster; as a character in television commercials; and as a character to appear on bottle labels and point-of-purchase displays.

Yet, somehow, Jenny was never *exactly* right. Maybe her position was awkward; or she wouldn't fit the various promotional uses for which the company wanted to use her.

Then, four years ago, Genesee developed a series of cartoon commercials for TV. One of the cartoons showed a waitress and a grocery clerk on either side of a bottle of Genesee beer.

"Not bad," exclaimed James P. Duffy, the company's advertising manager, "not bad at all."

Viewers began to refer to the commercial as "The Jenny ad."

Duffy promptly hired a local model, dressed her in a uniform similar to that of the cartoon character, made a special wig to give her the same kind of hairdo, and then photographed her.

Photographs were subjected to "the most critical opinions" Duffy could find from the company's advertising agency and from the retail trade. Then Duffy took Jenny, in photographic form, to a group of New York City artists and asked them to paint a portrait of Jenny "as they saw her." Artist Jack Wittrup's interpretation was selected, and he was commissioned to complete the series.

Genesee next developed a series of point-of-purchase pieces involving the use of Jenny, and with the help of promotion lithographers, worked up a series of display pieces that included items for complete window displays to lithographed bottles that dangle from electric light cords.

## See What She's Done

Now there are mobile displays for floor stands in grocery stores, for back bars in taverns; signs that hang from the ceiling, signs that are attached to refrigerator doors and back bar mirrors; signs that hold single bottles and six-pack cartons and signs that are placed on top of single bottles for display. There are beer coasters, drinking cups, place mats, napkins, tray liners, menu sheets, menu covers—all built around Jenny.

Then the company changed its "mother" cartons to include the trade character, and altered carrying packs similarly. A life-size Jenny display for selling case goods is in operation.

TV commercials are soon to take on a new form, because the company has just purchased a song known as "My Pretty Little Black-Eyed Susie" from a music publisher, and changed its name to "My Pretty Little Blue-Eyed Jenny."

All of the "Jenny" material has been put into campaign form.

Currently, 67 men have been hired for the merchandising efforts during a concentrated six-week program. Some of the men are still in college, some have just completed merchandising and advertising courses in college, some have been engaged in other selling fields and, until hired by Genesee, were "at liberty." They are working with distributor salesmen in the placement and use of the promotional material during the summer.

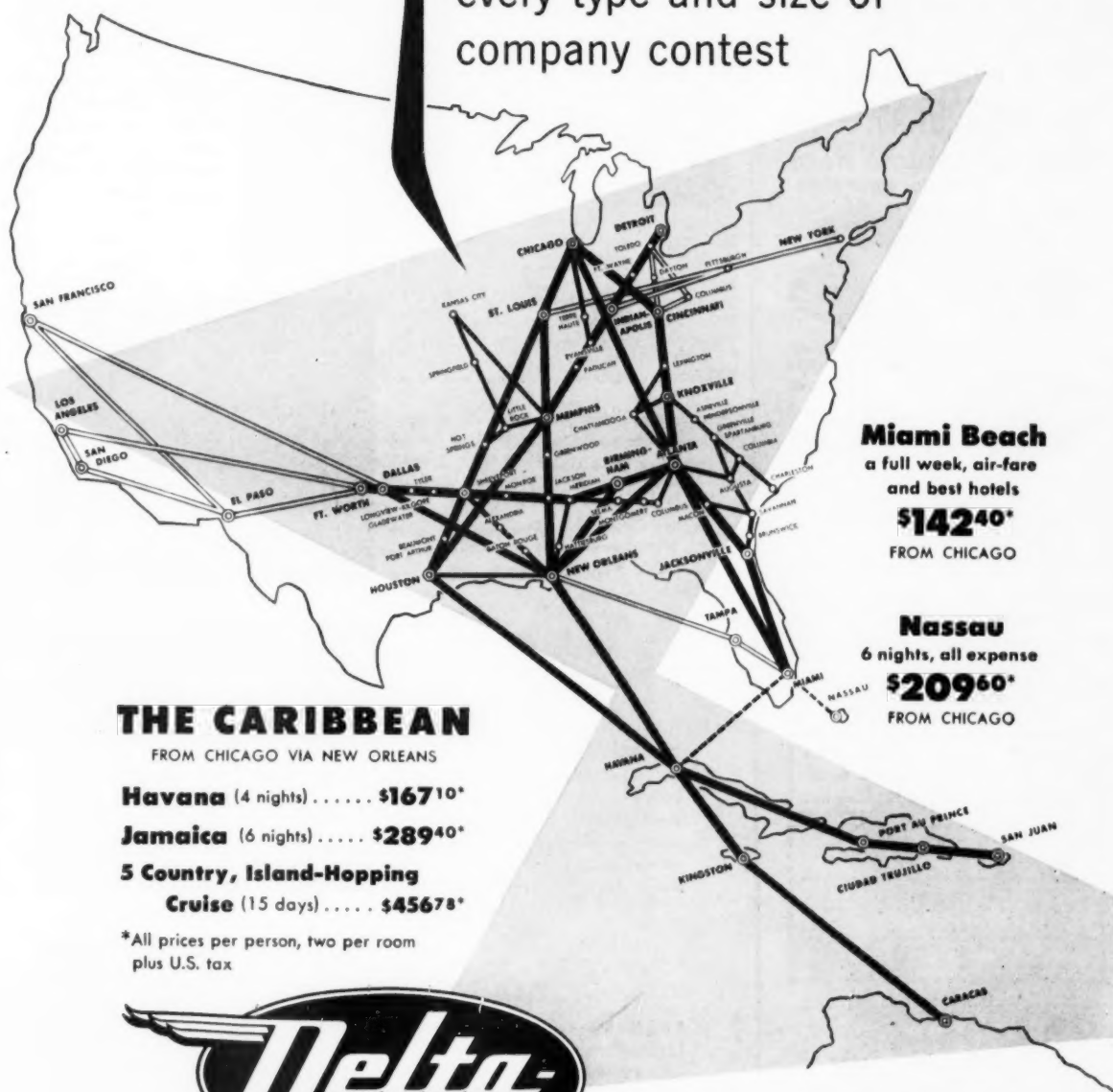


MEET JENNY: She got herself a job in advertising when Genesee Beer built its product identification program around her.



**DELTA-C&S**

**vacation incentive** programs  
offer the **ideal prizes** for  
every type and size of  
company contest



**Miami Beach**  
a full week, air-fare  
and best hotels  
**\$14240\***  
FROM CHICAGO

**Nassau**  
6 nights, all expense  
**\$20960\***  
FROM CHICAGO

## THE CARIBBEAN

FROM CHICAGO VIA NEW ORLEANS

**Havana** (4 nights) . . . . . **\$16710\***

**Jamaica** (6 nights) . . . . . **\$28940\***

**5 Country, Island-Hopping**

**Cruise** (15 days) . . . . . **\$45678\***

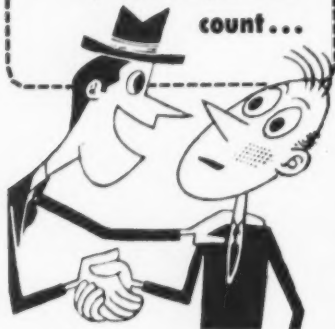
\*All prices per person, two per room  
plus U.S. tax



A complete folio containing samples of free  
bulletin forms, posters, folders, etc. available  
for all types of company contests.

General Offices: Atlanta, Georgia

How to be remembered  
by the people who  
count...



Give your prospects  
**Tatum MONOGRAM Staplers**  
with your name here  
on 2-color metal plate



1. Strong attention value...your ad is sure to be seen
2. High readership...your ad is rarely out of sight
3. Repetition builds remembrance...your ad sells all day...every day
4. No competition...your message is read without distraction

Ask your stationer or office supply firm for details and quantity prices of MONOGRAM Staplers, or mail coupon today.

**WILSON JONES COMPANY**  
209 S. Jefferson St., Chicago 6, Ill.

Please send complete data explaining how I can put the MONOGRAM Staplers to work on our prospects' desks. Also give me name of my nearest stationer.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ SM 8

**Coming . . .**

Purchasing agents answer a key question: "Has there been any noticeable change in the quality of industrial salesmanship?"

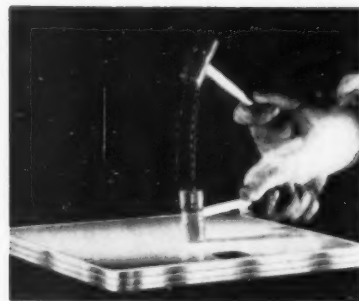
In Sales Management  
Aug. 15

## Tools For Selling



**PLENTY OF PERSUA-  
SION** in this kit-ful of demonstration tools. Released by the Porcelain Enamel Institute to manufacturers and distributors, the kit fulfills two goals: training the retail salesman; show-how for the prospect. Go ahead, prove the indestructibility of porcelain enamel finishes . . .

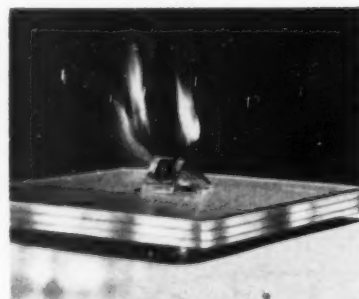
**HIT IT** with a wooden mallet and dispel the idea that porcelain enamel is a fragile finish. Want more proof . . . ?



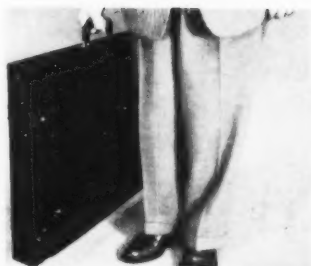
**DOODLE** with lipstick, pour on iodine, lemon juice—and whisk it off with a damp cloth. You've just demonstrated easy cleanability, non-staining quality of the finish. A quick demonstration.



**BURN IT**—if you can. Lighted match book leaves only a smudge, and you wipe it away. Your point: Neither fire nor hot dishes bothers porcelain enamel. If your prospect was once doubtful of durability, you just made a sale. It took three minutes.



SALES MANAGEMENT



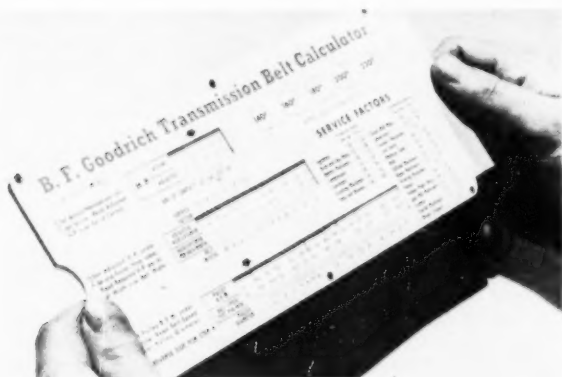
**INSIDE THE CASE**, the basic sales story of *Seventeen* magazine, and its young readers. Statistics have been reduced to highly visible form, enabling salesmen to show what they would ordinarily present verbally . . .

**FORTY PAGES** of art and text do three jobs for *Seventeen's* sales representatives: (1) explain buying "maturity" of teen-age girl, (2) show commercial importance of the teen-age market, and (3) sell *Seventeen* as an effective means to reach the market. While presentation was in sketch stage



salesmen themselves were asked to contribute ideas, deletions, refinements. By the time salesmen received finished tool, they were "enthusiastically pre-sold." Entire presentation was later photographed on 35 mm color slides for presentation to large groups.

A splendid example of a visual that sells both the sales force and customers, technique is being put into other presentations at *Seventeen's* headquarters. Visual is composite of ideas from magazine's promotion department, produced by Rapid Art Service, 1150 Sixth Ave., New York 36, N.Y.



**QUICK SELECTION** of proper equipment for a specific service is purpose of this calculator, now in the hands of more than 1,000 B. F. Goodrich belt specialists and distributor salesmen. By conventional methods, it takes 15 to 20 minutes to determine the proper transmission belts for various motor speeds, horse power, etc. By using new calculator, salesmen keep all pertinent specification data at finger-tip, can figure belt selections within three minutes—while customer is on the telephone. Made by Perrygraf Corp., Maywood, Ill.

## How to Package SMALL ITEMS



### GET SAFETY and SALES with **LUSTEROID** Vials and Tubes

Now you can protect and merchandise products that are "too small" for ordinary packaging.

There's a LUSTEROID plastic container that's just right for carrying your small items to market. These crystal-clear vials and tubes are strong, tough, unbreakable. They display your product while protecting it. And they save money, too.

No labels to affix, because LUSTEROID is printable. You save on handling and shipping since LUSTEROID is so light in weight.

You have a wide choice in colors in standard diameters from 1/4" to 1 1/2" and in lengths up to 6". Cork, slip-on and screw-cap closures.

**Write for samples and  
quotation today.**



**LUSTEROID**  
Container Company, Inc.

16 West Parker Avenue, Maplewood, N.J.





The smoothest sleeping comfort ever!

Biggest sheet news ever!

Watch the sheet working "over" the "under" of the mattress. It's the smoothest, most comfortable sheet ever. It's the sheet that's been made for you. It's the sheet that's been made for you. It's the sheet that's been made for you.

It's the sheet that's been made for you. It's the sheet that's been made for you. It's the sheet that's been made for you. It's the sheet that's been made for you. It's the sheet that's been made for you.

Lady, if you haven't tried the NEW fitted sheets—  
here's what you're missing!



**SANFORIZED**

CONSUMER ADVERTISING stresses product benefits . . . plays down Sanforized name.

## How and Why Sanforized Pioneered The Market for Fitted Sheets

Cluett-Peabody's Sanforized Division sells only a process. But, to rouse manufacturer-interest in a new idea, it had to start at consumer and dealer levels. Today fitted sheets are "in" and Sanforized is cashing in on its spade work.

Fitted sheets are now a volume item in domestics. Sales are up—no one knows just how high. Last summer one spot survey disclosed that in some sections of the country three out of four sheets sold were fitted. Their sales assets: with corners cut to fit smoothly over the mattress without tucking, they are not subject to wrinkling and creasing, which makes them cool to sleep on—particularly popular, therefore, in warm weather. And they reduce the drudgery of bed-making.

This first new development in sheets should have been welcomed by sheet manufacturers. But it was not. The industry consists mainly of well-established firms, most of them large, but reluctant to experiment with new product features. More-

over, the idea was presented to them at a time when their big problem was that of producing enough merchandise to fill postwar demand.

Credit for the fact that fitted sheets are now widely available goes to a company that makes neither cloth nor sheets. That firm, the Sanforized Division of Cluett, Peabody & Co., licenses qualified fabric manufacturers to use the Sanforized trademark, which assures that fabric so labeled will not shrink. The Division has promoted this sheet because it is interested in Sanforized yardage, and a fitted sheet has to be shrink-resistant.

Fitted sheets were marketed by Pacific Mills for a short time before World War II defense demands stopped their manufacture. Execu-

tives of the Sanforized Division decided about that time to develop their own version of a fitted sheet. Their principal objectives: to eliminate gussets, which led to tailoring difficulties; to produce a sheet that would be easy to put on and take off the mattress, but flexible enough to adjust to new and worn (stretched) mattress sizes. (Since the end of World War II mattress sizes have been largely standardized, but the lack of standardization at the time Sanforized began its experiments further complicated the problem.)

After considerable trial and effort, Sanforized came up with a fitted sheet which seemed satisfactory. The next step was consumer testing; a quantity of the sheets was made up for this purpose. A survey followed, conducted by Dr. George H. Gallup, then Director of Research for Young & Rubicam, Inc., the firm's advertising agency.

In the summer of 1944, sheets were tested in 368 homes during a 5-week period. Purpose of the study was to learn what women liked and disliked about the sheets. Here are

## What To Say About Fitted Sheets

The important factor for you customers is that all the benefits of fitted sheets are being lost. Sanforized sheets are the most important because of fitted sheets. Please show it to your housekeeper who will tell you how to use them. (Sanforized sheets are sold in all stores.)

**Lady if you haven't tried the NEW fitted sheets—here's what you're missing!**



**THE EASIEST IRONING**  
The new fitted sheet is so easy to iron, it's a breeze. Just lay it flat on the ironing board and you're done. No need to stretch or pull. The new fitted sheet is so easy to iron, it's a breeze. Just lay it flat on the ironing board and you're done. No need to stretch or pull.

**SMOOTHEST SLEEPING COMFORT EVER**  
The new fitted sheet is so smooth, it's like a cloud. No need to stretch or pull. The new fitted sheet is so smooth, it's like a cloud. No need to stretch or pull.

**EXCEEDING NEWS**  
The new fitted sheet is so newsy, it's like a cloud. No need to stretch or pull. The new fitted sheet is so newsy, it's like a cloud. No need to stretch or pull.

**QUICKER, EASIER BEDMAKING**  
The new fitted sheet is so quick, it's like a cloud. No need to stretch or pull. The new fitted sheet is so quick, it's like a cloud. No need to stretch or pull.

**COOL, SUMMER COMFORT**  
The new fitted sheet is so cool, it's like a cloud. No need to stretch or pull. The new fitted sheet is so cool, it's like a cloud. No need to stretch or pull.

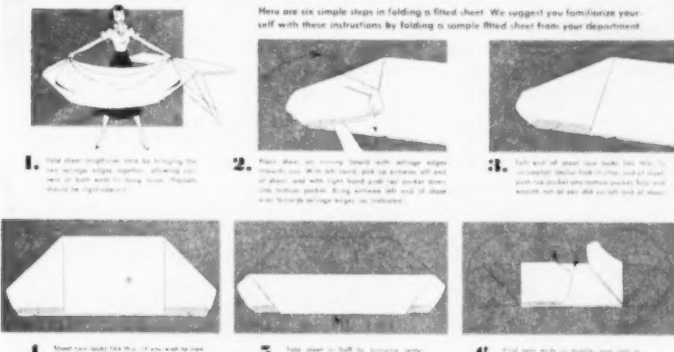
**CAN'T REMEMBER EVER**  
The new fitted sheet is so easy to remember, it's like a cloud. No need to stretch or pull. The new fitted sheet is so easy to remember, it's like a cloud. No need to stretch or pull.

**CAN'T FIND OUT IF IT'S REALLY FIT**  
The new fitted sheet is so easy to find out, it's like a cloud. No need to stretch or pull. The new fitted sheet is so easy to find out, it's like a cloud. No need to stretch or pull.

**SANFORIZED**

**RETAIL FOLLOW-THROUGH:** Using a reproduction of the magazine advertisement shown on the facing page, Sanforized translates its copy into words retail salespeople can use at the point-of-purchase. This piece is part of a promotional folder furnished to dealers.

Here are six simple steps in folding a fitted sheet. We suggest you familiarize yourself with these instructions by folding a sample fitted sheet from your department.



1. Fold sheet lengthwise once by bringing the two opposite corners together, allowing one end of sheet to hang down. Repeat should be repeated.
2. Place sheet on ironing board with corners folded inward. With left hand, pick up corners off end of sheet, and with right hand pull up corners down onto bottom pocket. Bring corners left end of sheet over towards bottom pocket and repeat.
3. Lift end of sheet over back of sheet, so that corner pocket is in center. Pick up sheet with one hand and corner pocket with other hand and repeat.
4. Sheet should look like this. If you want to iron your fitted sheet, press off flat surface.
5. Fold sheet in half by bringing corner fold over to opposite edge, so sheet is folded in half.
6. Fold sheet in half by bringing corner fold over to opposite edge, so sheet is folded in half.

**WOMEN COMPLAINED** about folding trouble in the first consumer test. So Sanforized worked out a practical method, explained it in a consumer folder called "A Quick Way to Fold and Iron a Fitted Sheet." Six steps necessary are clearly illustrated.

some points that were covered and highlights of the statistical results:

**Laundering:** 68% laundered the sheets at home; 22% sent them out; 10% did both. Of those who used commercial laundries, 44% said the sheets looked as well or better than conventional sheets; 56% said they did not look as well. 190 commercial laundries were used by the women,

but only 20 (11%) of these complained about difficulties in handling the sheets. Only 11 (6%) charged more to launder them.

Of the women who laundered the sheets at home, 24% said they had no difficulty in folding them; 76% said they had difficulty, and told why. (These findings helped Sanforized to work out a solution to the folding problem.)

35% had no difficulty in ironing; 60% had difficulty (and told why); 5% did not iron the sheets; 89% had no difficulty in washing and drying; 11% had some difficulty (and told why).

**Comfort:** 98% preferred the new type; 2% preferred conventional sheets.

**Appearance:** 97% preferred the new type; 3% preferred conventional sheets.

**Foot Comfort:** 88% preferred the fitted sheet.

**Bed-Making:** 93% preferred the fitted sheet. Reasons included time-saving, avoidance of necessity to go back and forth from one side of bed to the other, no troublesome corners to replace, etc.

**Price differential:** To be able to discount answers from women who wanted to be polite, in return for receiving the sheets free, the questioners asked if the women would pay 25c extra for such sheets; 86% said yes.

In addition to revealing objections which would have to be overcome before the sheet could be marketed successfully, and good points to be featured in selling, the survey evoked unsolicited comments useful to Sanforized. It was encouraging to be asked, "Where (or when) can I buy these sheets?"; to be reminded that wrinkles stretch out when the sheet is put on the bed; that stacking is easy if corners are folded to the middle; that ironing becomes easier with practice; that laundering is simpler because there is less fabric to handle than with conventional sheets.

To discover how the sheet would stand up through laundering, ironing and stretching, two sets of sheets were tested at Good Housekeeping Institute. One set was laundered and ironed 50 times. The other set was laundered and ironed 50 times, and put in place over a mattress after each ironing. None of the sheets showed any visible sign of wear or tear.

At the same time, there was devised a method of folding and ironing the sheets which is now advocated in merchandising them. It actually requires less time than ironing and folding conventional sheets — 4 minutes, 10 seconds, as compared with 4 minutes, 30 seconds for the conventional type. Ironing, of course, is optional. Many women are satisfied with the smooth effect produced by fitting the sheet over the mattress.

When Sanforized began to experi-

ment with the fitted sheet idea, 70% of the sheets produced were for double beds, and 30% for twin or single bed size, measuring, respectively, 81 and 72 inches in width. At that time the compressing machines used to shrink the fabrics licensed to bear the Sanforized trademark handled material no wider than 60 to 80 inches.

The problem of shrinking double-bed sheets was not so great as it appeared, since the 72-inch size, formerly used for twin beds, is the right size for the fitted bottom sheet for many double beds. This meant that the 30% production formerly in the 72-inch size for twin beds could be adapted immediately to conversion to fitted sheets for double beds.

### Production Problems, Too

The top double-bed sheet must, of course, be made on a larger loom, since the upper portion must be tucked under the mattress. Sanford Cluett, the inventor of the compressive shrinking machine, adapted it to the handling of the wider material, and Sanforized authorized the manufacture of a machine for this purpose. (The latest development in this field is a 120-inch-wide compressive machine, for extra-wide cotton fabrics, installed by J. P. Stevens & Co., Inc., in the firm's Clemson, S. C., plant. Stevens is now producing fitted sheets sold under the Mohawk, Utica and Hope brands.)

As World War II drew to a close, Sanforized made plans for presenting the fitted sheet to the textile industry. A bed was set up in the firm's New York headquarters. A fitted sheet was put on the mattress. To

help manufacturers to visualize methods of marketing the product, the labels of leaders in the field were redesigned to carry not only their company names, but the term "No-Tuck" to describe the sheet, and the word "Sanforized." Then the sheet manufacturers were invited in, one by one, to see the fitted sheet. A flip-flop chart showed graphically the results of the Gallup consumer survey, sample advertisements (prepared by Young & Rubicam), and the way their labels would look if they went along with the plan. By this time, the war was over, and the manufacturers, though interested, were non-committal. There was that big backlog of orders to be filled. The idea of so revolutionary a change had no appeal.

Sanforized executives then began to invite the domestics buyers of department store groups, chains and mail order houses, to see the improved sheet. Their response was enthusiastic. They realized the promotional potentialities of the product. They wanted it—as soon as possible. (In retrospect, Sanforized's management realizes that the merchandise shortage of that era may have influenced them, and that some enthusiasm may have grown out of the desire to obtain the promise of any sheets whatever.)

Gradually, as conditions became normally competitive, sheet manufacturers accepted the idea of fitted sheets, and experimented with their production, usually starting with a crib sheet, which presents no manufacturing problems. Pacific Mills brought out a "Contour Crib-Fast" sheet in 1947, later began to make full-size sheets also under its trade name, "Contour." Marshall Field

and Pepperell, also pioneers, entered the field. By 1952, nearly all leading firms in the industry were making bottom sheets, and a few were making top sheets. Today, Pacific Mills, a big factor in the field, concentrates all sheet advertising on contour models.

Month-by-month sales of fitted sheets have forged ahead in the wake of the aggressive promotional campaign Sanforized has been conducting. Drawing on the information obtained through the Gallup survey, the company has been educating consumers and retailers.

A portfolio on "How to Promote Fitted Sheets" was prepared and distributed to buyers of domestics in stores. It contains sketches for newspaper advertising, suggested radio commercials, display sketches (for counter, floor and window displays), and—for retail training—a card with suggested comments for salespeople to make to customers. Sample sentences: "See how smoothly this sheet fits." . . . "So easy to put on. Just slip the fitted corners over the corners of your mattress . . . A child can do it." . . . "A fitted sheet never gets that slept-on look." . . . "Much cooler to sleep on. A fitted sheet can't rumple, wrinkle or bunch up." One sentence, of course, explains the fact that fitted sheets keep their fit despite laundering: "They're 'Sanforized' labeled."

### "How-to" Booklet on Ironing

In the firm's educational activities, there has been emphasis on demonstrating to retailers and consumers the proper method of folding fitted sheets. Though ironing is optional, it is covered in promotional literature, such as the widely distributed pocket-size folder, "A Quick Way to Fold and Iron a Fitted Sheet." This booklet illustrates the six steps of the recommended procedure. (See illustration page 69). The system has also been widely publicized, editorially, in textile and women's consumer magazines. Pepperell's company magazine has shown it. Several sheet manufacturers are reproducing it on cards enclosed in packages of sheets.

To keep buyers alerted to the promotional possibilities of the fitted sheet, the Sanforized Division has conducted a campaign in merchandising papers. Addressed to domestics buyers, it has stressed potential profits. There is a reference to the necessity for permanent fit for these sheets (a plug for Sanforized). Last autumn, a consumer advertising campaign was inaugurated, with illus-

**SO. DAK. MINN. SPEND YOUR ADVERTISING DOLLARS Where they COUNT!**

**NEBR. IOWA**

**SIouxLAND**

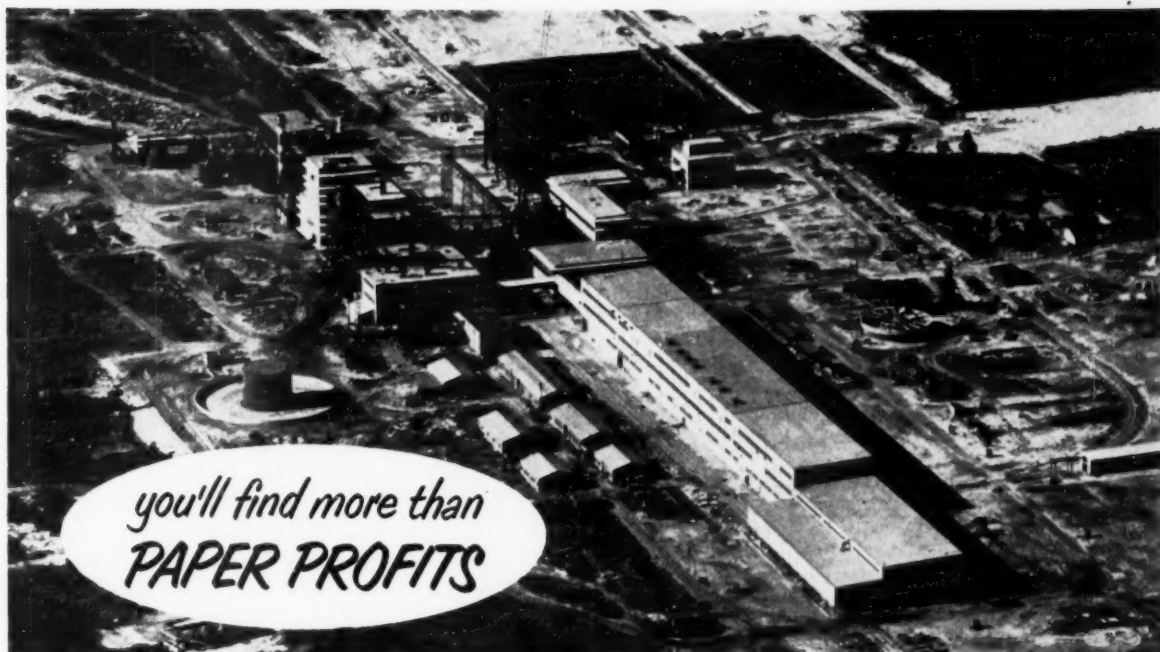
**SIoux CITY**

**SIoux CITY NEWSPAPERS**

High income from manufacturing, food processing and diversified farming rate Sioux City and the 49 county Sioux City retail area **ONE OF THE RICHEST MARKETS IN THE WORLD!** Sell this great market potential with the dominating circulation of the Sioux City newspapers.

**The Sioux City Journal TRIBUNE**

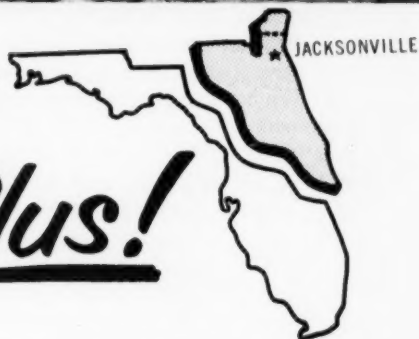
National Rep. Jann & Kelley, Inc.



*you'll find more than*  
**PAPER PROFITS**

New St. Regis Kraft pulp paper  
and board mill at Jacksonville.

*in the market of*  
**Jacksonville Plus!**



Here's where your sales message goes home!  
You'll find a growing number of these fluorescent  
TIMES-UNION boxes in the market of  
Jacksonville PLUS.

**Schedule the Times-Union  
... and Find Real Profits**

One of the mightiest industries in the mighty market of  
Jacksonville PLUS is the paper and pulp industry—with a  
product valued in the mills at a mighty \$65 million.

And the industry is growing! In March of this year the  
new St. Regis Kraft pulp paper and board mill at Jacksonville  
was dedicated. One of the largest paper companies  
in the country, St. Regis' Jacksonville plant has 400 employees  
with an annual payroll of more than \$2 million.

Growing, too, is the market of Jacksonville PLUS...  
26 North Florida counties where one-third of all Floridians  
live, who make one-third of its retail sales.  
The FLORIDA TIMES-UNION dominates this rich  
area... with 83% family coverage in Duval County (Jacksonville),  
above 50% in 3 counties, and 20% in 26 counties.

# The Florida Times-Union

JACKSONVILLE, FLORIDA

Represented Nationally by REYNOLDS FITZGERALD, Inc.

Offices in: New York — Chicago — Syracuse — Detroit — Philadelphia — San Francisco — Seattle — Los Angeles — Atlanta

AUGUST 1, 1953

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## All business is specialized



...and nothing specializes on your business like your business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business . . . and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how . . . with a single-minded concentration on your particular field. Read it regularly . . . cover to cover . . . editorial and ad pages . . . for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

.....  
NEXT ISSUE you'll be reading about . . .

### How to Think and Act Like an Executive

Executive Operations Technique is the name for management training at Williamson-Dickie. It helps to put an "old head" on a junior manager much faster than before, and to make "old heads" more consistently successful operators.

**in Sales Management  
August 15**

.....  
One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS



"There probably isn't a business in America that hasn't one or more practices that irritate the public and are not really essential to the business. All our practices need constant examination and appraisal by one whose first precept is that every company action must promote good will and not bad feeling."

**Keith S. McHugh,**  
Pres., N. Y. Tel. Co. to  
American Management Assn.

trated copy in three publications not on the Sanforized media list: *House Beautiful*, *The New Yorker*, and the Sunday Magazine Section of *The New York Times*.

In addition to Pacific Mills, Pepperell and Marshall Field, other manufacturers who produce fitted sheets include: Joshua L. Baily Co.; Bates Fabrics, Inc.; Bibb Mfg. Co.; Wamsutta Mills; George Wood & Sons, and Chicopee Mills (crib sheet specialists).

It is still too early to foretell the precise percentage of sheets in general use which will be fitted, but it will be large.

It would be still larger were it not for the custom, followed by many women, of rotating the top and bottom sheets, that is, using a sheet first as a cover then as the bottom sheet before sending it to the laundry. Undoubtedly some of the 50% of U. S. housewives who have this habit can be persuaded to give it up. Since there is considerably less yardage in a bottom fitted sheet than in the conventional variety, women who do their own laundry work may be persuaded to change their habits — because of the greater ease of handling the lighter weight.

SALES MANAGEMENT

The image shows the front cover of a book titled "SURVEY OF BUYING POWER". The title is printed in large, bold, sans-serif capital letters on a light-colored rectangular label. Above the title, in smaller text, is "FEDERAL BUREAU OF INVESTIGATION". Below the title, in smaller text, is "U.S. DEPARTMENT OF COMMERCE". The book cover is dark, and the title label is framed by a double-line border. The book is shown at an angle, with its spine visible on the left.

Use them for fast, *Automatic* territory analysis

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

**MARKET STATISTICS, INC.**  
*RESEARCH CONSULTANTS TO SALES MANAGEMENT*

73

# Product and Materials Decisions Now Part of Sales Manager's Job

In a survey to be released next week, the publishers of *Business Week* point out that while the primary responsibility of a sales executive, quite obviously, is to plan and supervise his company's sales operation, he is a member of the management team, and as such is exercising an ever-louder voice in decisions concerning the products or materials to be incorporated in the items manufactured by his company.

The survey was made among companies representing a broad range of products, including automotive equipment, chemicals, food products, furniture, industrial equipment and materials, machinery, office equipment, packaging, petroleum products and textiles . . . in 10 major centers stretching from Boston to Los Angeles.

74 out of 75 sales executives said they participate in decisions concerning products or materials to be incorporated in items manufactured by their companies, and

64 out of 75 sales executives said they regularly discuss or suggest particular manufacturers or suppliers of products or materials.

## G-E's Product Planning

In SM for June 1, page 21, a trend along that line was singled out for comment. Clarence H. Linder, vice-president and general manager, Major Appliance Division, General Electric Co., was quoted on why that great company makes planning of the product *primarily* a Marketing responsibility:

"We have widened the scope of Marketing responsibility and authority. For example, Product Planning—that most critical of operations—is now primarily a Marketing responsibility. In moving Product Planning into the Marketing province, we knew we were, in a sense, defying tradition. As a rule, such activities are primarily in the domain of the design engineers. We all know of many instances where brilliantly engineered products did not adequately reflect the need at the market place.

"Our Product Planning takes a new approach. The first step is to find out what the consumer wants in features, service, appearance, and

price. Then we decide what we will be satisfied with in the way of quality, improved technology, standardization between models, and sales volume. If the planning has been good, the line will sell. With this approach, we do not set ourselves up as arbiters of public taste and preference.

"In addition to its Product Planning responsibilities, Marketing is organized to keep a finger on the pulse of the market and relate production with retail sales, to provide an advertising program, to provide merchandising plans, to provide promotions, to appraise constantly distribution structure and performance, and to act as a channel of communications with distribution."

## Buyer in the Driver's Seat

Probably it *always* made sense that the sales executive should participate in all decisions regarding the make-up of the items he is to sell. Certainly it makes even more sense in a "hard sell" period.

In nearly every industry the buyer now is in the driver's seat and can be tough and demanding in what he wants in feature, service, appearance and price. The sales department is in the best position to find out what the public (corporate or individual consumer—it makes no difference) wants—or, in other words, *what will sell*.

But for a long time—through the decade of "Easy Sell"—it was probably the exception rather than the rule that the sales executive had a strong voice in deciding on products and materials. In most cases he counted himself lucky to have *something* to sell.

The *Business Week* survey indicates a sharp movement of the pendulum and now, apparently, that sales executive is unusual who *doesn't* accept product decisions as a privilege, a duty and a responsibility.

Comments made by respondents point out a dozen reasons why the sales executive should have a voice in deciding on the products to be made, the materials from which they are to be made, and the suppliers from whom the materials are to be secured.

### 1. Customer Reactions

"Inasmuch as the sales organiza-

tion is in the best position to determine customer reaction, management seriously considers all suggestions on price, quality and improvement of the product from the Sales Manager. He is also consulted on the addition of new models, elimination or changes in old ones, appropriation for advertising and sales promotion, production schedules in relation to sales and potential sales, minimum of sales required in relation to plant production and fixed overhead and any other problems necessary to co-ordinate smoothly sales and production."

General Sales Manager  
Manufacturer of Truck Bodies

### 2. Sales Trends Determine Production

"I am called on to participate in all discussions and decisions regarding changes in our manufacturing operations. Such discussions are with the president and many times with the Board of Directors. *I am supposed to outline the future trend of our sales so that our production can be arranged accordingly. I may suggest the purchase of materials from certain suppliers, explaining why it might be to our advantage.*"

Sales Manager  
Industrial Materials  
Manufacturer

### 3. It's a Committee Job

"Decisions concerning the products or materials to be incorporated in the items manufactured by our company are normally referred to a committee which represents General Management, Engineering and Factory Production, and Sales. As a sales executive of my company I participate in these discussions.

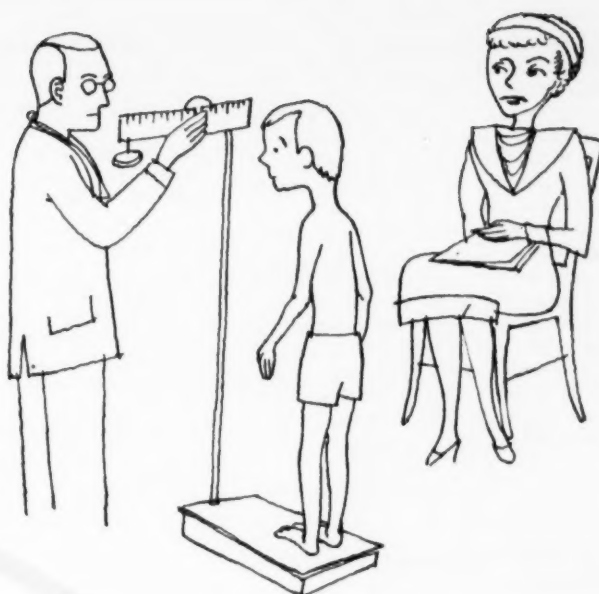
"Naturally the Sales Department makes recommendations from time to time concerning finishes, packaging, design or new products which might be manufactured by our company."

Vice-President and  
General Sales Manager  
Industrial Equipment  
Manufacturers

### 4. Keep Abreast of Competition

"The sales department is interested in the quality and quantities of raw materials coming into the plant, not only to maintain standard but to

the  
**PLAIN DEALER**  
goes...



where the  
**MONEY**  
flows!

71% of the Plain Dealer's daily circulation in Greater Cleveland reaches families that account for 73.9% of the city's retail sales. In addition to blanketing *Cleveland's* effective buyers, the Plain Dealer advertiser gets a valuable bonus—dominant coverage of the rich 26-county adjacent area that constitutes the Plain Dealer's famous 2-in-1 market... *both* for one low cost.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,803,864,000	\$1,466,720,000
Food Sales . . . . .	487,941,000	376,096,000
Gen. Merchandise Sales . . .	265,797,000	115,023,000
Drug Sales . . . . .	58,480,000	35,890,000
Furn., Hsld., Radio Sales . . .	93,912,000	68,849,000
Eff. Buying Income . . .	2,840,383,000	2,269,476,000

\*Akron, Canton, Youngstown not included.  
Figures—Sales Management Survey, May, 1953

## CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc.,  
New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta





keep abreast of competition.

"It may seem strange that the sales department enters into so many phases of producing an item, but we have even gone so far as to work with production in suggesting methods of cutting down the cost of production. We have even gone on the outside and secured cartons and worked with our industrial engineers in developing lower-cost packages and lower cost of packing. We have ascertained what competition is paying for certain raw materials and found, in some instances, that our purchasing procedures were lacking in that our costs were out of line and, as a result, have been able to save in over-all costs."

Sales Manager  
Packaging Manufacturer

#### 5. Sales Department Gets User Demand

"The Sales Department most definitely participates in decisions concerning the materials to be incorporated in the manufacture of our products. This is important, since users on occasion specify grades of material which they require, and usually these specifications are received through the Sales Department. Also, salespeople are interested in any proposed changes to specifications, since they are in the best position to know customer reaction to any such changes. Recommendations and discussions are held with Manufacturing and Research Department representatives."

Sales Manager  
Packaging Manufacturer

#### 6. To Further Reciprocity

"Suggestions concerning sources for purchasing of various materials and products are often passed on to our Purchasing Department so as to aid them in locating possible sources and, on occasion, to further the interests of reciprocity.

"One example wherein Sales specified the purchase of outside products happened a short while ago when Sales dictated to Purchasing the source of the base material, inasmuch as the vendor of that material was a totally owned subsidiary of the company that Sales had just sold. Another example arose when Sales, on examination of our own estimated cost of manufacturing, required that a supplementary item be purchased from an outside source rather than to attempt to manufacture same ourselves."

Sales Manager  
Industrial Equipment Manufacturer

#### 7. Salesmen Locate Sources of Supply

"New products or variations on old products to be manufactured are decided on through joint meetings between myself and the president of our company. The need for these products is usually initiated through the Sales Department and the men in the field.

"Our organization finds the Sales Department quite often in the position of recommending to Purchasing more advantageous sources of supply for particular products or materials. On contract purchases, being a member of the Board of Directors, I naturally have a voice in this type of purchase."

Vice-President, Sales  
Industrial Equipment Manufacturer

#### 8. Package Decisions Are Vital

"I believe that all Sales Managers participate a great deal in suggesting improvements in the product line.

"The packaging, of course, is of vital interest to us."

General Sales Manager  
Manufacturer of Automotive Equipment

"It has been the policy of our company to have the Sales Department consult with the Manufacturing Department on any new items or new styles of packages which we intend to place on the market. In a number of cases the opinions of the Sales Department have quite a bit of influence as to whether a package should be put on the market or not."

Sales Manager  
Food Products Manufacturer

#### 9. New Product Suggestions

"I usually participate in all decisions concerning products or materials to be incorporated in the items manufactured by our company. These discussions are first with the Production Department, and later on, in some instances, with the Executive Department.

"At times I have suggested particular manufacturers or suppliers of products or raw materials.

"At times we develop new products, and usually these suggestions come from the Sales Department to the Production Department. We give them a basic idea as to the different products that we would like incorporated in the finished goods or we tell them just what kind of product we are trying to produce and they search for the necessary materials."

Sales Manager  
Food Products Manufacturer

#### 10. Suggest Manufacturers and Suppliers

"I have participated in decisions concerning products and materials incorporated in items manufactured by my company. Discussions were held with all interested individuals and groups.

"I have discussed and suggested particular manufacturers and suppliers. My suggestions have always been well received and, with no exception, have been followed.

"Examples of the above may be cited as follows: advertising agencies; modification and design; general appearance of equipment; models to be constructed."

Sales Manager  
Machinery Manufacturer

#### 11. Final Appearance Important

"Improvements in product lines from the standpoint of packaging and design are to us an important phase of Sales Department responsibility. Because of the importance of this phase, we participate to a large degree with our sources of supply in regard to final appearance of products, particularly on such products where eye appeal in our opinion has sales value. Packaging and design are continually discussed with sources and considered a very important phase of Sales Department operation."

Sales Manager  
Machinery Manufacturer

#### 12. It Is A "Must"

"As Sales Manager of the company, I participate in all decisions concerning new products and new materials. The Sales Department works very closely with the Purchasing Department in an effort to get new materials, new fabrics and new items.

"Naturally, the Sales Department also suggests certain manufacturers whom we prefer to do business with. The Purchasing Department has the over-all say in the matter, but our recommendation is taken into consideration in many cases.

"In the products that we manufacture, as is the case with many other companies, new materials, new designs, and ability to keep production promises are so important that it is a must that our Sales Department and I keep in constant touch with all of these matters."


Sales Manager  
Packaging Manufacturer

SALES MANAGEMENT

Retailers and General Advertisers long ago puffed on the same pipe of plenty,  
and a heady mixture it must have been! For they continue—after 45

consecutive years—to place more space in the Times-Star than in either of  
the other two Cincinnati daily newspapers. The exact figures for the first six  
months of this year show 189,633 more lines of Retail than the next  
paper, 156,909 more lines of General Display than the next paper.

This strikes us as conclusive evidence that General Advertisers in search of  
wampum do best where retailers profit most. And as we have said so often,  
in Cincinnati it's the Times-Star.

*in cincinnati . . . it's the* **times-star** 

NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. La Salle St.

WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11



**one man's meat** *isn't*  
**always another man's poison**



1. "TAKE OFF YOUR HAT, step back, smile:" Saladmaster's ass't. sm, Matthew Brennan, demonstrates prospecting . . .



2. "IT CUTS one gallon of French fries in a minute:" Saladmaster teaches distributors how to work the machine in the home . . .

## Who Says Door-to-Door Selling Is on the Way Out?

BY HARRY LEMMONS • *President, Saladmaster Sales, Inc.*



3. "IT CHOPS, peels, waffles, slices, crumbs, shreds, strings, and grates," distributor says of \$29.95 unit with five cutting cones . . .



4. "LET ME MAKE A SALAD:" Menu-minded housewives make it possible for distributors to sell 50-60% of prospects . . .

Saladmaster Sales, Inc., held its first sales meeting in Dallas, in January 1947. Present in addition to myself were three salesmen, and 15 visitors whom they had brought along. During the meeting 12 signed up with Saladmaster, making a total sales force of 15.

Last year, Saladmaster's direct-to-home sales hit \$4 million, covered 48

states. Volume at present is over \$7 million annually. As of June 30, 1953, we had almost 3,000 salesmen (reporting three times monthly) associated with us on an independent contract basis. We call them "distributors." Sixty-six per cent are part-timers—mostly housewives, or men who hold regular jobs which pay too little to support a family.

About 60% of our sales volume comes from the Saladmaster machine, which retails at \$29.95. Hand-operated by turning a crank, it chops, peels, "waffles," slices, crumbs, shreds, strings, grates—and may be used for raw and cooked foods. Volume constantly is growing, too, on Saladmaster waterless cookware, and on new products which are frequently

added to our growing line.

Eighty per cent of our distributors at the beginning are inexperienced at selling. Yet during their first six months most of them sell 50-60% of the housewives they call on. After the first six months they usually sell 80% or better.

This is the framework of our sales plan:

1. We hire enough people to get good sales coverage, give them simple "starter" training and get them out in the field.

2. We make selling as easy and pleasant as possible, especially for the new man.

3. We give helpful supervision, constant training.

4. We get regular reports on sales performance.

Let's take them in order:

1. **Hiring and brief "starter" training:** Long initial training, in addition to costing a company time and money, discourages the new salesman, particularly the one who has no financial cushion. Often he quits before he makes a sale.

Saladmaster's first training is basic, brief. Usually a recruit starts to demonstrate the Saladmaster on his own, within 48 hours after he is hired—sometimes within 24 hours. About 90% make actual sales within 48 hours or less.

The beginner's product instruction covers only our easiest seller, the

tion calls from the first evening. After the second lesson he is allowed to go out alone—and usually does. Training is given by supervisors, usually to groups, sometimes individually. Here's a boil-down of the preliminary training routine:

**Lesson 1:** Supervisor demonstrates the Saladmaster machine to the new salesman as though the latter were a housewife prospect, and teaches him how to buy fresh vegetables for demonstration purposes. Homework assignment: study of a brief, printed lesson which summarizes what supervisor has just taught; practice with the Saladmaster, using real vegetables; compiling a list of 10 people who will allow him to demonstrate the machine.

**Lesson 2:** Recruit takes an examination covering first lesson (questions printed in back of his Initial Training book). If he passes the test, he is assigned Lesson 2, learns to demonstrate Saladmaster.

**Lesson 3:** Writing the order, learning details, such as the amount to collect on Saladmaster's payment plans.

**Lesson 4:** Meeting objections and closing the sale.

**Lesson 5:** How to greet prospect at the door; what to say. How to get

aged and given whatever additional instruction he needs—usually in field work.

**Waterless cookware training:** After selling the Saladmaster machine successfully for three weeks, a salesman is considered ready for waterless cookware instruction. We don't let him go out to sell this product, until he really *knows* it. The distributor attends not fewer than five sessions, learns how to demonstrate waterless cookware, and to sell its benefits. A 45-minute color film graphically depicts the nutritional values and food savings of this type of cookery, and the special advantages of Saladmaster waterless utensils.

To his instructor (this time a district manager) he demonstrates and "sells" cookware in class. Partly because of his careful training, our waterless cookware maintains the same ratio of sales to calls as does the Saladmaster machine.

**Hiring:** In any large-scale direct specialty operation hiring is an important factor. At the end of 1949 we had 727 distributors; at the end of 1950, 375 (the drop here was caused by production difficulties); end of 1951, 855; end of 1952, 1,836. At present we have nearly 3,000. On Saladmaster merchandise, 2,000 inexperienced salesmen, properly trained and supervised, will beat the sales volume of 500 top salesmen.



5. "LET'S BUY IT" says the husband—and usually before his wife is ready to say "yes" . . .



6. "FOR NAMES OF FIVE FRIENDS, who will watch a demonstration," says distributor, "I will give you a premium."

Saladmaster. Saladmaster almost tells its own story, is a "natural" for the inexperienced salesman. Our waterless cookware needs more detailed explanation, and no one is allowed to sell it until he has successfully sold Saladmasters for three weeks.

Our initial training spreads out over a 5-day period. The new man accompanies his trainer on demonstra-

reference names from the housewife who has witnessed demonstration; how to use those names.

The new salesman goes through these training steps, first in class, then in actual field work. His printed copy of the 5-lesson course folds into his wallet for restudy.

For three weeks the new distributor is supervised closely, is encour-

We conduct a constant manpower search, by contests and campaigns within our organization. During our March, 1953, "National Manpower Month," everyone associated with us in a managerial, supervisory or distributor capacity, was given a quota of five new distributors. Everyone received a new Saladmaster (retails at \$29.95) for each new man or





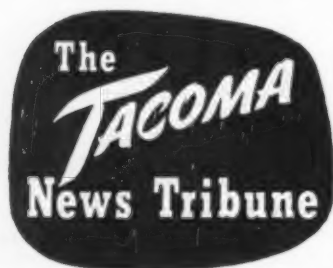
## "Sales Promotion in the Northwest without Tacoma would be like a coat without sleeves"

... says FRANK BATHURST,  
General Manager of

S and W FINE FOODS,  
Pacific Northwest District, Seattle

"When we are making long-range promotion plans, or when we are faced with market conditions which require over-night action, we always include Tacoma in our plans. From the Tacoma area comes a large part of our business, and Tacoma is far enough away from Seattle to be treated as a separate and complete market in itself." Mr. Bathurst continues, "To distribute merchandise in the Pacific Northwest without adequate promotion in Tacoma would be like wearing a coat without sleeves!"

THINK TWICE ABOUT TACOMA! It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why—on Puget Sound—you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Company.



## Who's Lemmons?

When Harry Lemmons, a door-to-door salesman who had risen to sales manager, met L. C. Schaeffer, who was struggling to get an idea for a kitchen utensil on the market, Saladmaster was conceived.

Between 1941 and 1946, the men perfected the machine. Lemmons became president of Saladmaster Sales, Inc., Dallas, and Schaeffer was named president, Kitchen-Quip, Inc., Waterloo, Ind., manufacturers of the Saladmaster machine.



LEMMONS

woman he signed up. Each employee could win as many as five machines, and receive an extra prize of a gold watch if he made his quota.

The March campaign added almost 1,000 to our direct selling force—which numbered 2,000 at the end of February. When there is no contest running, we offer liberal gift-merchandise bonuses to those instrumental in signing up new distributors.

Our national magazine advertising for manpower, aimed at securing experienced sales manager personnel, also brings us hundreds of new distributors each year. National TV advertising shows the Saladmaster machine in use, suggests that the housewife ask for a demonstration, then adds "You can make good money selling the Saladmaster, part-time or full-time." On a TV station in Lubbock, Tex., a 5-minute commercial brought more than 1,000 requests for demonstrations from which sales of approximately \$40,000 and the addition of 50 new salesmen resulted.

Our most spectacular magazine advertising is for sales managers. We have scheduled one or two full pages each month in *Salesman's Opportunity* and *Specialty Salesman*, and periodically we use full-page and two-page advertisements in *Coronet*. If an advertisement brings us only one top-caliber executive, we consider it profitable. We spend approximately \$150,000 a year advertising for managerial personnel.

We have not solved the turnover problem at the salesman level. Part-time housewife personnel naturally tends toward impermanence. With full-time, men distributors, turnover is considerably less than that of most direct sales companies. Twenty-five

per cent to 30% of our salespeople stay with us more than a year. Of those, most remain permanently.

We've had virtually no turnover with top producers. Most of them have been with us four years or longer. An ambitious, energetic supervisor can earn \$1,000-\$1,500 a month. Our district and regional managers average \$15,000-\$40,000 a year (including overrides).

Most companies pay substantial overrides to three or four top men. We spread out the big money by paying generous overrides to all managers and supervisors. Any Saladmaster distributor may rise to district or regional manager, if he has sufficient ability to sell, and to inspire others to sell.

After a district manager has told a prospective distributor about Saladmaster's plan of operation and commissions, he explains that the new man must buy a minimum of \$50 worth of samples—half the retail price. When he begins to sell Saladmaster waterless cookware and other products, he invests approximately \$50 more.

The fellow who signs up takes the job more seriously because he has an investment in it. Our records show that nearly all who bought equipment made sales.

Each new distributor gives us a \$10 cash guaranty to operate in good faith. This money goes into a "guaranty pool," out of which we pay losses customers may incur through occasional distributor dishonesty. (Legally, we're protected by our salesman's status as "independent contract distributor," but for good-will reasons we usually make good any down payment which he accepts without

having the merchandise shipped.)

## 2. Selling made easy and pleasant:

Premiums are used as door-openers, and to help build dollar volume. The housewife who witnesses a demonstration gets a gift, whether or not she buys. (This may be a \$1-\$2 retail value, which the distributor buys from the company for 50 cents, or receives as a bonus.) For buying a combination set (perhaps Saladmaster machine, plus waterless cookware) on the distributor's first call, the housewife receives a first-call premium. She is given her choice of a West Bend automatic electric coffee-maker, or a 26-piece set of stainless steel flatware. Retail value: \$13.95 each.

*We "use the user":* From each housewife who views a demonstration, the salesman gets five names of friends or relatives, and information such as: how many children the woman has; whether or not she works downtown; what kitchen equipment she owns. The salesman may give the referrer a small premium for supplying the names—but he usually gives her a more valuable premium, conditional on his getting a specified amount of business from the five referral calls. (Knowing that she may receive a \$10-\$20 article, the housewife chooses referral names more carefully, may even sell for Saladmaster.)

### Using the Users

The prospect's friend—not our salesman—actually makes the appointment for a demonstration. The distributor, for example, calls at the home of Mrs. Black, a refereee. "Mrs. Black, do you know Mrs. Brown?" [the referrer]. "Yes," answers Mrs. Black. The salesman continues, "Mrs. Brown has asked me to call and show you our Saladmaster. It will take just 10 minutes, and puts you under no obligation. You'll receive this nice gift [showing it to her] for watching my demonstration."

Usually this approach gets him inside Mrs. Black's door. If it doesn't, he uses an alternate approach.

The distributor gets inside 9 out of 10 "referral" doors on his first call. When he is unsuccessful, he is usually given a later appointment. We encourage the salesman to go to a prospect's house without telephoning for an appointment. Few salesmen are skilled enough at telephone canvassing.

If a distributor has been associated with us long enough to sell waterless

# You're Right!

**STAY-HI . . . electronically controlled, vacuum-type machine used to shrink, dry and form newspaper mats before casting.**

**You're Also Right  
When You Use  
The CHRONICLE  
To Sell Houston**



**THE CHRONICLE'S STRONGEST CIRCULATION LEADERSHIP  
IS WHERE IT COUNTS MOST . . . IN THE CITY ZONE . . .  
HEART OF THE GREAT HOUSTON MARKET**

### HOUSTON CITY ZONE REPRESENTS

**67.2% of all retail sales in Retail Trading Zone**

**65.0% of all effective buying income in Retail Trading Zone.**

(Sales Management Survey of Buying Power, May 10, 1953)

### CHRONICLE CITY ZONE HOME-DELIVERED CIRCULATION

*Excess* Over Post (Daily) . . . . . 20,178  
Over Post (Sunday) . . . . . 21,101  
Over Press (Daily only) . . . . . 49,930

(See Publishers' Statements, March 31, 1953)

**40**  
consecutive years  
of leadership in  
both circulation  
and advertising

*If you enjoy reading these definitions of newspaper terms  
we will welcome your comments and contributions.  
Please address Promotion Department.*

## The Houston Chronicle

JESSE H. JONES, Publisher  
JOHN T. JONES, Jr., President

R. W. McCARTHY, Advertising Director  
M. J. GIBBONS, National Advertising Mgr.

**THE BRANHAM COMPANY—National Representatives**

cookware as well as the Saladmaster, his five referral calls usually produce total sales of \$400-\$500, earning him commission of \$125-\$175. He can afford to give the housewife a quality merchandise premium which costs him about \$7.

(A distributor may buy premium merchandise at cost price from the company, but after he gets into production his needs are usually supplied by his bonus for reporting, plus his monthly premium check of 3% on everything he ships over \$500. This check buys premium merchandise at a little over half its retail value.)

To further encourage the housewife to supply referral names, each distributor carries our full-color premium catalog. The housewife usually gets her choice of several gifts. Results justify the catalog's \$20,000 production cost.

Almost 90% of our calls are referrals.

### 3. Helpful supervision and training:

Every door-to-door distributor has a supervisor as long as he is associated with Saladmaster, or until he starts up the organization ladder by becoming a supervisor. Supervisor contacts

with the distributor vary according to the latter's needs; but the supervisor is always available for advice, or selling aid. The supervisor must "show results" in the sales of people under him. (The average supervisor spends approximately one-third of his time training and supervising, the rest in selling.)

We maintain close control of sales personnel through our organizational setup. Throughout the U.S. we have five divisions and divisional managers; under these, regional managers, district managers, supervisors and finally, those whom we call distributors.

Managers and supervisors get 2%-10% incentive override on sales of those working under them. (Supervisors get overrides on sales of their distributors; managers get overrides on sales of supervisor and distributor personnel. This system keeps everyone alert to help everyone under him. We insist on teamwork.)

Saladmaster executives field-test every sales technique and every piece of training literature, before it is offered to distributors. Each district manager makes an effort to know all his distributors personally, and to work with them at intervals in the field.

**Constant training:** Our five training films (which cost \$30,000 to produce) take five and one-half hours to show. A distributor may be with Saladmaster six months before he sees all of them. We "spread out" theoretical instruction, interspersing it with practical experience. For instance, our film, "How to Overcome Objections and Close Sales," means more after a salesman has done field work.

Direct salesmen, managers and supervisors, get frequent refresher sales training. We can't require our independent contract distributors to attend evening sales meetings and training sessions, but we get good co-operation by showing them the advantages of attendance.

For the duration of his Saladmaster association, we lend each distributor a copyrighted Training Manual which costs \$5 to produce. Its 15 sections cover everything from product information and payment plans, to "Customers' Objections Which Are Signposts to the Sale."

In addition to recommending field-tested procedures to meet situations which might arise in selling Saladmasters, the Manual devotes many pages to basic sales psychology. There's a 36-point analysis, "Why Did I Lose that Sale?" A "Personal Progress" questionnaire suggests that

the salesman ask himself, at regular intervals, 20 questions, such as:

"Do you plan your work every night, and work your plan next day?"

"Do you make your sales work an *Adventure*, rather than a matter of fear, or routine?"

"Do you know that the successful salesman is the man who does those things the failure dislikes doing—and do you know that the successful salesman dislikes doing them, too?"

This questionnaire is followed by a "Personal Progress Report" chart, so that the distributor may grade himself regularly. (He does not send the chart to us.)

A sales-inspirational theme runs through the manual. "You can make big money with Saladmaster!" A letter tells him: "Starting as a distributor today, it is possible for you to rise to district manager if you apply yourself. There are several positions with us that will pay you over \$20,000 a year."

The distributor learns that this isn't just a sales talk: He meets Saladmaster managers in the higher-income brackets, who started with us selling direct as he does.

### 4. Regular reports on sales performance:

We don't require these, but we supply easy-to-fill-out blanks, and at the end of each month we award \$36 (wholesale cost) worth of premium merchandise, to each distributor who has sent in three reports. Salesmen cooperate in reporting: number of hours worked each week; number of calls made, and ratio of demonstrations to calls; approximate length of each call, and merchandise demonstrated; number of sales; amount of each. Our statistical department can tell the status of any Saladmaster distributor in the U.S.—how much bonus he has earned and details of his sales performance. We firmly believe in complete statistical records on all of our people.

This information is essential to the success of a direct specialty business. It furnishes a check on the efficiency of selling procedures, and on the ratio of sales to operating cost. It supplies valuable talking points for inspiring distributors and for "selling" prospective distributors. For example, by averaging sales performance records, our statistical department has arrived at these figures:

Part-time Saladmaster distributors average sales of approximately \$500 a month. Their commissions average approximately \$200. (Part-timers work from three or four hours a week, to two hours a night.)

Our better full-time distributors average commissions of more than

THE NEWEST AND "hottest"  
GIFT IDEA OF THE YEAR!

**SPILL-STOP**  
CHROME DOME  
AND  
GOLD DOME  
POURERS

... make perfect business gifts in themselves... and included with gifts of liquor they add that final touch of sparkling good-will. Triple plated in either chrome or gold with beautiful liquor identifying imprints in Old English letters. Any combination of 6 imprints.

... provide easier, neater, and wasteless pouring, add smartness to home or office entertaining.

... deluxe packaged in gold or silver colored boxes with black velvet trays in units of one, two, three or six pourers.

WRITE FOR DETAILS AND NAME OF NEAREST ADVERTISING SPECIALTY JOBBER.

SPILL STOP MFG. CO. 2750 N. WILCOTT, CHICAGO 14, ILL.



\$1,000 monthly. We like that.

Statistical records furnish excellent recruiting ammunition.

**Time plan of payment:** Direct sales organizations must recognize that many American families make all their larger purchases partially "on time." A woman can buy our \$29.95 Saladmaster by giving the distributor a \$4.95 down payment and paying \$5 C.O.D.—and the balance in five monthly payments. On other purchases she may pay a minimum of 25% cash, and make monthly payments for 10 to 12 months.

On all "time" purchases, Saladmaster Sales sells the paper to Kitchen-Quip Finance Co., Inc., a separate organization housed in the same building as Saladmaster Sales. The customer mails her monthly payments to the finance company.

If a customer prefers to pay cash, she gives the distributor a down payment, then pays the balance C.O.D. (We never allow a salesman to collect more than 25%; this reduces the amount for which we're responsible to a customer.) C.O.D. shipments, for the customer's convenience, usually arrive after the first or fifteenth of

the month. That is appreciated.

We urge our distributors to accept "time" orders only when they are convinced that customers will pay. Occasionally, a distributor turns in a contract which Kitchen-Quip Finance Co. considers a bad risk. The finance company reserves the right to return the order to the distributor, who then is required to resell the customer on a cash basis, or to return the customer's down payment.

#### 5% Less on These Orders

To cover the additional expense of handling time purchases, we pay 5% less commission on these orders. As a guarantee for uncollectible accounts, each distributor accumulates a budget reserve account of \$250. On all his time-payment orders we withhold commissions (after authorized down-payment collections, which he is allowed to keep) until these withheld commissions total \$250. Any time payments on which his customers default are made good out of his reserve fund. (Should a distributor discontinue his association with Saladmaster, he receives the entire amount

in his budget reserve after all outstanding budget accounts have been paid.)

When an account becomes delinquent, the finance company notifies the distributor so that he may call on his customer and urge payment. When an account is three payments overdue, the distributor is notified that unless payments are brought up to date, the account must be charged off as a bad debt and the deficit made good out of the distributor's reserve.

97.4% of our "time" customers pay in full.

**Advertising helps distributors to sell:** Our advertisements, currently appearing in 10 leading national women's magazines solicit mail orders but aim primarily at educating the housewife about Saladmaster merchandise before our distributor calls.

We use TV advertising, and this March made a series of outdoor color films, which will be shown in 14,000 drive-in theatres throughout the U.S.

Our advertising is handled by Ted Workman, Ted Workman Advertising Agency, Dallas, Tex. He has done a creative planning job for Saladmaster.



Sample No. E-56  
Size closed  
3" x 4 3/8"

### *Not just during the Holiday Season . . .*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

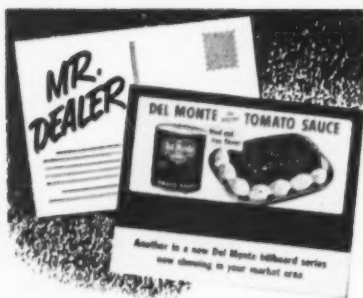
Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

## ADVERTISING CORPORATION OF AMERICA

### TWO PARK AVENUE • NEW YORK 16

#### Factory • Easthampton, Massachusetts





## FULL COLOR POSTCARDS

**for less than 1¢ apiece!**

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-8

**H. S. CROCKER CO., INC.**  
SAN BRUNO • CALIFORNIA

# Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces  
and Other Literature Useful to Sales Executives

## Metropolitan County Area Market Analysis:

A complete ranking of 225 Metropolitan County Areas in 13 sales classifications by dollar volume. Sales and advertising executives who have followed Metropolitan Area data in SALES MANAGEMENT's *Survey of Buying Power* will recognize at once the source of the study, as it reprints the entire Metropolitan Area section of the 1953 *Survey*, adding seven ranking pages not published in the *Survey* but provided by SM. The study is made available in this exclusive form, 64 pages and cover, by *Greensboro* (N.C.) *News* and *Record*. It is the largest and most complete reproduction of *Survey* data

ever put together and made available by any advertising medium, as a market research and promotional tool. Throughout the book there are *News* and *Record* advertisements which add to the basic information in the ranking pages by comparing important Metropolitan Area markets over the country and in the Carolinas. To most observers it will at once be noted that the Greensboro Area is 107th in per family ranking among the 225 which are shown—which establishes a new high in altruistic but honest promotion. Needless to say, it ranks much higher than 107th in most of the classifications presented.

In brief, the study presents complete dollar volume ranking of the 225 standard and potential Metropolitan County Areas for total retail sales, and for store sales for food, general merchandise, furniture-household-radio, automotive, drug, eating and drinking, apparel, gasoline service, lumber and building materials, hardware, jewelry and packaged liquor. Rankings of the last seven classifications were determined exclusively for this study, as noted above. Shown also is the ranking of the Metropolitan County Areas in 20 categories, which includes the additional classification of population and income, plus all the before-mentioned retail sales—listed alphabetically. In addition, the per family sales of the areas are shown, alphabetically, in total and in all store sales classifications.

The complete Summary of Data for the Metropolitan County Areas, standard and potential, showing the county composition of each area and all population, income and retail sales factors, alphabetically, completes the Metropolitan Area data which constitutes all but four pages in the book. These four pages reproduce the North Carolina data, as published in the *Survey*, together with the state marketing map.

Copies are available on request to George Lemons, Advertising Director, *Greensboro News and Record*, Greensboro, N.C., or may be obtained from the New York, Chicago,

These days are busy ones for the electronics industry...days when you will especially appreciate the time-saving, time-tested services of "THE REPRESENTATIVES" of Electronic Products Manufacturers, Inc. Here is an organization whose membership numbers the most highly qualified men in the field. It is fully equipped to assist you and your employees in understanding the accepted electronics industry trade practices, and to promote better relations in the industry through ethical sales representation either locally, regionally or nationally. Since 1935, the REPM has served electronic products manufacturers ably and efficiently.

National Headquarters Office  
"THE REPRESENTATIVES"  
of Electronic Products Manufacturers, Inc.  
600 S. Michigan Avenue, Chicago 5, Illinois  
HArrison 7-2402



Burton Browne Advertising



Atlanta, Los Angeles or San Francisco offices of Jann & Kelley, Inc.

#### Directory of Key Speakers on Distribution:

A complete roster of speakers in the fields of selling and distribution, published by National Sales Executives, Inc. Each speaker's name is listed with his title and the name, address and telephone number of the company he is affiliated with, indicating whether he is available for a fee or free or for expenses only. In addition there is information about sources of good speakers and how to handle them—beforehand, upon arrival, just before the meeting, at the meeting, after the meeting and after they have gone. Write to Bruce H. Wells, Public Relations Director, National Sales Executives, Inc., 136 E. 57th St., New York 22, N.Y.

#### Fourth Dimension in Apparel Merchandising:

A two-year study of the impact of air transportation on the apparel industry, showing how use of airfreight can help cut costs and increase sales and profits. Reported to be the first of its kind, the study was conducted under the auspices of American Airlines, Inc. Emphasis is given to the various economic aspects of the merchandising function. The effect of the new distribution practices on inventory levels, stock turns, gross margin, markdowns, and total sales is projected and charted to demonstrate where possibilities may exist for greater profits through increases in sales and/or lower over-all costs of merchandising. Data cover skirts and other sportswear, blouses, dresses, suits, corsets and brassieres. Write to Joseph D. Boylan, Director, Cargo Sales, American Airlines, Inc., 100 East 42nd St., New York, N.Y.

#### New York Industrial Area:

Statistical picture of New York as America's biggest industrial market, prepared by the Research Department of *The New York Times*. Factors compiled: executive and buying offices of industrial firms; financial officers; industrial planners, designers, engineers; retailing; transportation; utilities; mining and smelting; trade associations; public relations; communications. Data include primary metals industries; fabricated metal products; chemicals and allied products; machinery (except electrical); electrical machinery; transportation equipment; instruments and related products; paper and allied products; printing and publishing industries; wood and wood products; apparel and related

products; stone, clay and glass products; leather and leather products; textile mill products; petroleum and coal products; food and kindred products; rubber products. In pointing up the wide range of New York as an industrial center, charts reveal such facts as: 20.1% of all manufacturing establishments in the U.S. are in the New York area; total amount of business done in specific industries runs into hundreds of millions of dollars annually. The metals industry, for example (including the primary metals industry and wholesale sales of metal products) amounts to \$1,955,756,000 a year. The largest concentration of service industries in the U.S. is in New York, with annual sales volume totaling \$1,503,401,000. As the largest port in the world, New York last year moved 32,786,000 long tons of imports and exports, totaling \$7,952,700,000. Included are listings of railroads with offices in New York; bus lines, steamship lines and agencies servicing the area; air line and mining companies with New York offices. Write to Irvin S. Taubkin, Promotion Manager, *The New York Times*, Times Square New York 18, N.Y.

#### Food Store Buying by Magazine Families:

A survey conducted by Crossley, Inc., for Macfadden Publications, Inc., presenting a study of wage earner and white-collar families in four cities—Indianapolis, Ind., Racine Wis., Syracuse, N.Y., and Wilmington, Del.—and a study of four store magazines, four service magazines and three romance magazines, to determine the extent to which the store and service magazines reach housewives and interduplication among the three types of magazines. The survey covered housewives in 200 families selected by census blocks in each of the cities, and 200 housewives whose purchases were checked in four leading Indianapolis super markets on a Friday and Saturday in October. From the two groups (1,000 homes) a report of normal weekly expenditures in all food stores and markets was secured. In addition, the housewives reported on customary purchases (including frequency, number and price) of 53 major food store items. These are presented individually and in seven categories, against which are checked the same seven groups of the super market check. Buying of the seven groups is checked by magazines and types of magazines. Write to Gene Waggaman, Sales Promotion Director, Macfadden Publications, Inc., 205 E. 42nd St., New York, N.Y.

...are you getting  
your share of the  
"Mentions"?



How to check the use of your name  
in the newspaper advertising of  
another manufacturer's product

● ACB calls them "mentions." They are usually buried deep in the body copy or hidden in a 6-point cut caption of some advertiser who buys from your contract division. Yet they are golden advertising nuggets for the products they "tie" into. Finding these "mentions" would be an impossible job for any manufacturer. They may appear in any advertising any day on any page of the 1,750 daily and Sunday newspapers published in 1,393 different cities. ACB is keyed to such a degree of accuracy that its readers pick up better than 95 out of every 100 "mentions" published. "Competitive" mentions to show you exactly how you stand, may also be of importance to your organization.

This is but one of many ACB services available for business management. From such data, comes sounder advertising and sales policy.

Send for ACB's Catalog, 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

#### ACB SERVICE OFFICES

79 Madison Ave. • New York 16  
18 S. Michigan Ave. • Chicago 3  
20 South Third St. • Columbus 15  
161 Jefferson Ave. • Memphis 3  
51 First St. • San Francisco 5



The  
**ADVERTISING  
CHECKING BUREAU**  
INC.

# Retailers Shape Policy For Food Manufacturers

Through newly formed council, food manufacturers get retailers' opinions on pricing, packaging, displays. Fewer marketing mistakes and an "era of good feeling" may result.

Too many food manufacturers can tell you, privately, that at least once they've staged a special promotion, introduced a new package, or sponsored an advertising campaign that not only retarded sales, but created retailer ill-will. But something has happened in New York City that, if perpetuated, might well revolutionize manufacturers' approach to retail selling, and head off major marketing blunders.

It is a merchandising counseling service, set up by an advertising agency, which brings together top-ranking executives representing over 2,000 retail grocery outlets, and individual manufacturers. So far the advisory service is limited to the food business in New York City's metropolitan area. The sponsor, the affiliated advertising agencies of Dowd, Redfield & Johnstone, New York, and John C. Dowd, Inc., Boston, accepts for counseling agency clients only.

At regularly scheduled monthly meetings, the American Food Merchandising Council, as it is called, considers the marketing problems of individual manufacturers, and suggests ways to solve these problems. The AFMC is only six months old.

## Bigger Later?

The time may come when the service might be expanded to cover other products. At least it is an idea for other manufacturers and agencies to consider.

A manufacturer can meet with the council, get the straightforward opinions of retailers who are expected to distribute his product. All this, before the manufacturer has invested time and money on the completion of new products, packages, labels, sales promotions or advertising. Or, the manufacturer can discuss the merchandising and selling of an already established product, and retailers can

help him iron out kinks in current selling patterns.

To see how a typical session works, put yourself in the manufacturer's seat, at the end of the conference table:

You are John Cott, Cott Beverage Corp., New Haven, Conn. Facing you are nine of your own customers—the retail executives of metropolitan New York City grocery chains, super markets.

You, Mr. Cott, have four specific problems you want to discuss, involving (1) super market p-o-p advertising, (2) arousing dealer interest in your soft beverages, (3) whether soft beverages should be canned, like beer, and (4) dealer reaction to your bottle labeling.

## Un-censored Opinions

Before the free-for-all begins, you remember that the retailers you face are—well—"outspoken." Take, for example, Patsy D'Agostino, operator of D'Agostino super markets in Manhattan. He's chairman of the new organization, and past president of the New York State Food Merchants Association, and past president of the National Retail Grocers Association. When he was president of NRG, one of his biggest projects was to get manufacturers to adopt uniform-size coupons. He's not afraid to tell you of the personal battles that ensued, when he pitted himself against the big soap manufacturers in the coupon fight.

Back to your first problem. You ask the group: "What types of point-of-purchase advertising can best be utilized in super markets?" Your current p-o-p units are on exhibit before the group—full-figure floor signs, dump displays, "tree" displays and counter displays. You get the answers:

1. **Full-figure displays** would get little use in small stores because of

space limitations. Where signs did get up, they wouldn't last. In super markets, full-figure displays might hinder traffic flow. Beer and other products competing for the same display space would make life difficult for your big displays.

2. **Dump displays** would get some use, but only with *one* beverage flavor. In large super markets, the display might be used—but only if advertising material on display also featured private label of super markets on related items.

3. **Tree displays** would get limited use, but could only be effective for one flavor.

## Consider the Retailer

So, from the display discussion, you learn this: The self-interest of the retailer must be considered to get effective usage of displays. Even corporate chains would be inclined to use displays that provided space for advertising their own brand of related products or that were imprinted with their own brand.

You ask the second question. "How can I impress dealers so that they will feature beverages (a long-profit item) over low-profit items?"

Retailers agree that you need more shelf space. How are you going to get it? Properly service the store—see that shelves now allocated are filled, especially where displays can be used. You might pay the retailers for service rendered in setting up end displays, handling empty bottles, and for cooperative advertising. You find that one beverage company allows a charge per case for icing. You learn that beverages are still considered a top item by most grocers.

The third question: "What is the feeling on soft beverages in cans?"

A fair percentage of retailers are going along with this, you find, so as not to miss the boat if it goes over. To date cans have been on the market too short a time to give a real indication of consumer acceptance. But retailers like the ease of handling, no return of bottles, etc.

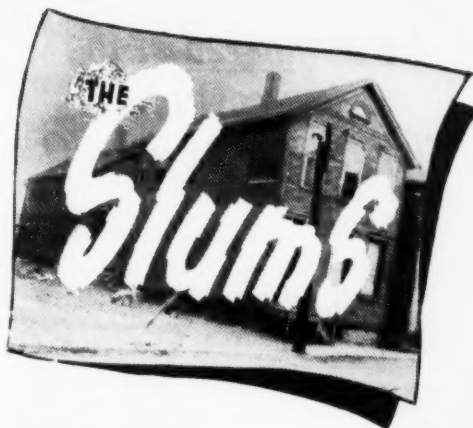
Nevertheless, retailers are concerned that the price to consumers might be too high, and the margin too low, because cost of the can must be absorbed.

Generally, retailers are not convinced that the can would be a satisfactory container to hold soft beverages for any length of time. This stems, they say, from an earlier effort to can soft drinks; because of rust and loss of water-charge, cans proved to be inadequate.

## "INVESTIGATING EVERYTHING"

### A STORY BREAKS....

"On March 27 a rat crawled into a baby's crib at 628 W. Barber and chewed the child to death. How could it happen here—in Chicago in 1953?" With these words, on June 10, the Chicago Daily News opened a shocking series of revelations . . . "the documented story of men . . . enriching themselves from Chicago's slums, their methods and the blight they lay over a city."



### A COMMUNITY

### IS AROUSED...

Fast on the heels of the News' baring of the facts—gathered and carefully checked by 8 reporters and 3 photographers over a period of two months—came the response of a horrified community. Telephone calls, telegrams, letters poured in from city, suburbs and state. Mail, calling for corrective measures, still bulks big as this is written.

### ACTION FOLLOWS...

On June 23, Chicago struck back. Leaders of 30 civic organizations met and demanded prompt remedial action. On June 26, the Illinois legislature passed the Urban Community Conservation Act. This gave Chicago sweeping powers to force slum-makers to rebuild or rehabilitate. Thus, within 16 days after the News disclosed the slums menace, Chicago was armed with legal weapons to combat slums—and the men who make them.



## CHICAGO DAILY NEWS

DAILY NEWS PLAZA: CHICAGO 6, ILLINOIS  
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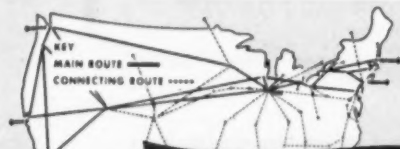


*I was amazed at the  
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Write for free illustrated folder  
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FLYING TIGERS ANOTHER BUSINESS BUILT ON "CAN DO"

**Flying Tiger Line**

OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 4, CALIFORNIA • CABLE: FLYTIGER

You ask about your final problem: "Will my new labels be well received?" (Outstanding feature of new labels is space for price-marking on neck label.)

There is some disagreement as to how much the price space would be used — because of the difficulty of stamping prices on the neck. Yet it is generally agreed that the label is attractive and that the idea is sound and should be continued.

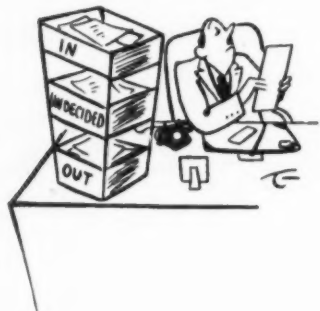
You asked questions and you got answers—from customers.

So far a half-dozen additional companies have taken advantage of the clinic, each bringing forth special marketing problems. The Cott Beverage Corp. is the latest to come before the panel.

Albert Ehlers, Inc., Brooklyn, N.Y., came before the panel recently. Ehlers, manufacturers of coffee, tea and spice, with distribution restricted to a 100-mile radius of New York City, was persuaded by the panel to market a premium-type decorated tumbler as a container for 24 tea bags. The tumbler-package is now on the market. In addition, Ehlers was undecided as to what form a summer tea promotion should take—until the panel suggested a one-cent sale. With the recommendation of the panel, Ehlers came out with a one-cent sale June 19.

President of the sponsoring agency, John C. Dowd, thinks that "such an organization might well have arisen spontaneously in the food field." Could a similar group get started in other fields? "I don't see why not," says Dowd.

Happiest member of the retail group is Patsy D'Agostino. "It's the first time manufacturers have come to us," observes D'Agostino, "before launching some kind of a program. For years I have had lunches with manufacturer representatives, and got nowhere. We could never come up with anything concrete. Now," he says, "we have the benefit of group thinking. Manufacturers can help us, and we can help them."



SALES MANAGEMENT

### Distributor salesmen say, "Give Us . . ."

1. Description of product uses.
2. Comparison of product with those of competitors.
3. Charts, models, or films to illustrate sales points of product.
4. Information to overcome sales arguments of competitive products.
5. Question-and-answer period to clear up problems left unanswered.
6. Prices compared with competition.
7. Demonstration aids.
8. Tips on how to sell.
9. Explanation of size of market and how much it's worth to each salesman.
10. Outline of advertising.
11. Printed summary of meeting.
12. Tips on who to sell.
13. Tips on where to sell.

Source: B-18 Philadelphia Automotive Boosters' Club

Do you agree or disagree with the 13 points? And what about the hopes and the gripes of both distributor management and manufacturers which Mr. Brendel airs here.

## What Distributor Salesmen Want Most in Meetings

BY LOUIS H. BRENDEL

Merchandising Director, James Thomas Chirurg Co.

Just what you'd expect, aren't they? Then how can you account for the fact that a survey of industrial distributors made by *Mill and Factory* disclosed that 34% rate sales meetings held by their manufacturer salesmen as "fair"?

What ruins sales meetings? These mistakes were most frequently mentioned by the 700 distributor salesmen in the B-18 Philadelphia Automotive Boosters' Club survey:

1. Too long.
2. Irrelevant material.
3. Emphasis on company history.
4. Comparison of their sales records with others.
5. Overselling.
6. "Knocking" competitive products.
7. Data too technical or theoretical.
8. Overdoses of advertising and marketing statistics.
9. Not enough time on product.
10. Repetition overdone.

11. Repeating same meeting year after year.

12. Poor platform technique — "canned" speeches.

13. Speaker who talks down to them.

These points make a good sales meeting:

1. Speaker's knowledge of product.
2. Ability to answer questions.
3. Brevity.
4. To-the-point business-like presentations.
5. Clear and non-technical explanation of selling features.
6. Good visual sales aids.
7. Availability of selling tools — catalog pages, prices, etc.
8. Personality, interest, enthusiasm and sincerity of speaker—an obvious desire to help the salesmen.

One distributor says: "The most effective way of training distributor salesmen is in the field with the manufacturer salesman." Perhaps it is significant that distributors agree

almost unanimously on two related items. First, that sales meetings held by manufacturer representatives afford the *next* best opportunity for training distributor salesmen. Second, roughly one-fourth of the distributors believe that these sales meetings are inadequate ("a waste of time") and another one-third rate these meetings as fair.

"What a man is not up on, he is down on," is particularly applicable to products handled by a distributor salesman. As individuals we often dislike people we don't know. It is said that "Salesmen sell what they like, and they like what they understand."

Therefore, the smart manufacturer's sales meetings make it easy for distributor salesmen to understand his products and how to sell them. In return salesmen like this manufacturer's products and sell them. It's difficult to realize that the whole subject of selling successfully through distributors is that simple. If that were all there were to it, all manufacturers could follow this elementary pattern and many distributor gripes about "lousy meetings" would be eliminated.

Ineffective sales meetings are the result of lack of manufacturer interest. His representatives are sent into the field without sufficient training to handle a worth-while sales meeting. This results in dull meetings. Distributor salesmen resent the waste of time—since the meetings are frequently held at night after business hours. It is not unusual for this resentment to turn into actual dislike for the manufacturer's line. Drooping sales are inevitable when enthusiasm is lacking, and the manufacturer and the distributor suffer profit-wise.

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for a  
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# "KEX outpulled every other station used on the Pacific Coast"

**A**ccording to the agency, cash orders returned by KEX's "Kay West" Program exceeded those returned by any station in the seven other cities used on the Coast: Los Angeles, Long Beach, Oakland, Sacramento, San Diego, Seattle, San Francisco.

This is typical of KEX results in the great Pacific Northwest market! For spot action like this, get in touch with KEX or Free & Peters.

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Some distributors have become so dissatisfied with sub-standard sales meetings that they will hold them only when they are run by experts from the manufacturer's headquarters. This imposes on the manufacturer the unnecessary economic penalty of travel expenses for factory men. It reduces the number of meetings which can be held, because the manufacturer cannot spare enough "factory experts" to duplicate the work which should be performed by his field representatives.

Improperly trained manufacturer salesmen is only one cause of inadequate meetings. Another cause is lack of aptitude. Some salesmen enjoy "putting on a show" and as a result do a creditable job. Others lack the ability and the desire to conduct an interesting meeting. A leading publisher in the distribution field believes that one of the "musts" for a new manufacturer representative should be an aptitude for holding sales meetings and "ham" enough to enjoy doing it.

One manufacturer discovered through a survey that his distributors rated 14% of the meetings held by his salesmen as "poor" and another 33% as "fair." He devised the following plan to improve this situation. He:

1. Brought all district managers to the factory and taught them how to hold worth-while distributor meetings.
2. Made district managers responsible for training men under them to put on good meetings.
3. Added suitable instruction on conducting meetings to cub salesmen's training course at factory.
4. Brings in to the factory two field men a month—where they must put on a meeting before top brass. Selection is by lottery and the district manager is congratulated or condemned for performance. These men then get whatever additional "meeting" training is necessary before going back to their territories.
5. Each district enters a man in a sales meeting contest which is a part of every company sales conference. Worth-while merchandise prizes are incentives.

What have the manufacturers to say to the criticisms and suggestions of their meeting techniques? Here are some of their gripes, published jointly by the Machinery Manufacturers' and Industrial Distributors' Associations:

**Meetings Badly Timed:** Manufacturer salesmen resent meetings scheduled by distributors for evenings or Saturday mornings. They believe

meetings should be held at hours more convenient to them—for example, at 4:00 p.m. or 4:30 p.m., to enable them to get home for dinner. Manufacturers have learned that a "captive audience" of distributor salesmen may be antagonistic and less receptive.

**Too many manufacturers in one meeting:** I recall being last man on such a program. A Texas distributor had arranged a hotel dinner for all his men. This "free loading" took the sting out of the evening meeting. To take advantage of this, the distributor optimistically scheduled *three* manufacturers to speak. Since I was the youngest I was the last, and my turn did not come until 10:30 p.m. By this time my two fellow performers had left the audience eager to break up and go home. I held up my product and told them I wanted to tell them about a "trick" they could use in selling it—but since it was too late that night I said I would come back and do it some other time when they might be more interested.

It was the only course open to me. I had been the unwilling victim of poor planning. But I had gained the courage to refuse such a program spot at any future meeting.

**Lack of cooperation by distributor top executives:** Most common evidence of this is when responsibility for making arrangements for meetings is delegated to some underling. This is embarrassing to the manufacturer salesman, and it signals to the distributor's organization that the meeting is not important. The meeting "loses caste" and is not enthusiastically supported. If a line is worth handling by a distributor, it rates attention and helpful cooperation in planning a sales meeting—unless, of course, the distributor knows that the manufacturer representative is not capable of conducting a worth-while meeting. In this case, it would be better not to schedule a meeting, rather than to "walk off" and leave the meeting to languish for lack of top-brass interest and support.

**Lack of punctuality and control of meeting:** Enlightened distributor management will not tolerate lateness. No manufacturer should permit his representative to be subjected to such treatment either. This is assuming again, that the speaker is competent, which is solely the responsibility of the manufacturer's top management. A manufacturer, whose representatives cannot conduct a creditable meeting, should not attempt to force a sub-standard meeting even on his weakest distributor.

**Inadequate meeting facilities are provided:** Cramped, dark, dirty, uncomfortable facilities impose an unwarranted obstacle on the audience which wishes to learn, and on the speaker who must hold its attention. Allowances may sometimes be made when distributors do not have a suitable meeting room. In these cases, the considerate and smart distributor will arrange to hold the meeting in some other place—for example, in a hotel, club room, or lodge room.

**Too little time is allowed for thorough presentation:** It is as much an error for the distributor to allow too little time for a manufacturer representative to present his story, as it is for the representative to talk too long. Consideration of the distributor for the manufacturer representative conducting the meeting will help considerably to correct these six faults.

Let's see what this same booklet has to say about distributor criticisms of sales meetings:

**Most meetings are too long:** This is the direct result of lack of training and preparation. A well-organized and rehearsed meeting is likely to end promptly. The question-and-answer period should be planned as an extra—which may be as short or as long as seems to be justified. The manufacturer's man should make certain that the distributor understands this. Then the latter can signal to the speaker to bring his part of the meeting to a close at any time during the question-and-answer period.

**Factory personnel is improperly trained:** This is the crux of the whole subject. Many of the other six most common distributor complaints could be reduced by better training of manufacturer men. Despite the importance of distributor meetings, it is surprising that top management of many manufacturers have never seen the meetings their own representatives put on. How many have you seen, Mr. Manufacturer? Do you know from personal observation what kind of job your representatives are doing in this vital work? Maybe it's time to find out.

**Talks are often too technical:** This is more likely to happen when the meeting is conducted by factory "experts" than when it is conducted by field representatives. Usually a field man is accustomed to talking to distributor men and he speaks their language. An easy way to correct this fault is to have this "technician" rehearsed by an experienced member of the sales department before permit-

ting him to conduct a meeting. It is a good idea to have the local representative present at any distributor meeting held in his territory by a factory man.

**Too little emphasis on applications, too much time on irrelevant material:** After a distributor salesman has been told about the product, the next thing he wants to know is *how it is used* and *where it is used*. Make certain that your representatives are equipped with this type of information, or you are heading for some justifiable distributor gripes.

**Questions are not encouraged:** It's not enough to say that a period will be set aside for questions (preferably at the close of the meeting). The men should be drawn into a question-and-answer discussion. Some manufacturer salesmen stimulate their audience by planting a few good questions. This encouragement may start a flow of queries, which the speaker may find it difficult to stop.

**Advance outline of meeting is not submitted:** Distributors who are considerate of salesmen's time have found that a manufacturer representative who has an outline of his meeting is less likely to repeat himself and waste time.

**Inadequate planning of visual aids, samples and appropriate literature:** This is probably the fault of the manufacturer rather than of the representative—unless "props" are available but are not used by the representative. This is unlikely to happen if the manufacturer has properly trained and rehearsed his representatives in staging a good meeting. Don't underestimate the ability and ingenuity needed to create a meeting routine which will impress and instruct distributor men. Your sales executives and advertising department must get into show business if your sales meeting is to stand up against other manufacturer meetings which are competing for your distributor salesmen's interest and sales efforts.

The average number of sales meetings held by distributors is 20 a year. Since most distributors represent more than 20 manufacturers, this means that there aren't enough meetings to go around. The result is that some manufacturers are left out.

The smart distributor usually includes on his schedule of meetings those manufacturers who habitually conduct "good" meetings and omits those who do not. It's a case of the survival of the fittest. Any manufacturer who follows the pointers in this article will survive on his distributors' meeting schedule.



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## Our Dieting Millions: They're Playing Hob With the Food Industry

(continued from page 27)

of firms that specialize in the manufacture and distribution of what are now called Dietetic foods (formerly known as Health foods) entered the market because of personal or family experience with diabetes.

There are no statistics on the number of persons who diet because they have heart disease, but there are a great many of these dieters. It is recognized that there is a relationship between nutrition and heart function. The American Heart Association conducts programs of research, education and community service — in all of which weight control is considered. A great deal of valuable information on this subject is encompassed in the organization's booklet, "Food for Your Heart."

The extent of the demand for such information is indicated by the fact that 40,000 copies of the booklet (available only to doctors, or to their patients on written order of their doctors) have been sold at 25 cents each during the nine months it has been in print.

Prepared by the Department of Nutrition of Harvard University, under the direction of the nutritionist, Dr. Frederick J. Stare, the manual covers the treatment of obesity, by lowering the caloric intake, and the treatment of hypertension and edema by lowering the sodium intake.

### Diets for Heart Cases

It provides a great deal of technical information on the sodium content of foods explaining, for example, that salt is the main source of sodium in the diet, but that it is also present in other foods, such as baking powder, and in some materials used in food processing. The booklet also gives sample menus and recipes. Of special interest is a table giving the sodium content in public water supplies. It lists four salt substitutes, and gives names and addresses of 19 packers of low-sodium products.

Evidence that the number of persons warned by their doctors to restrict their intake of sodium comes to us indirectly, but it is certain that the number is large, and that it is increasing.

Until recently there were no cook books for this group. Now there are at least four, and more are being published. Both general and health

magazines publish articles on low-sodium diets. (Sometimes these are called "low-salt" diets, since much of the sodium we consume is in the form of salt.) Most convincing evidence that the low-sodium dieters have now attained the status of a well-defined market is the current advertising approach of the California Fruit Growers Exchange in behalf of Sunkist lemons. In addition to regulation copy — recipes, suggestions for summer uses for lemons, etc. — there is also the offer of a booklet, "Pointers for low-salt menus," in a "box," with a couple of paragraphs headlined: "Low-Salt Diet?" (in one instance) and in another, "When the Doctor Says: *Cut Down on Salt!*"

### Canners Are Active

That the subject is of intense interest to canners is indicated by the prominence given it in various reports furnished to its members by the National Canners Association. In a booklet entitled "Dietetic Canned Foods," issued by the Association this year, canners are told the "why" of the diet: that in diseases of the heart and kidney, and in cases of hypertension, improvement has been brought about by low-sodium diets. Prepared by the research laboratories of the association, the volume is a handbook on low-sodium canning.

Though not conclusive, there may be some significance in the ratios of space given to the subjects of weight control, diabetes, and salt-restricted diets in a booklet, "How to Diet Delightfully with Diet Delight Brand Foods," put out by Richmond-Chase Co., of San Jose, Cal. This large cannery produces regular, as well as dietetic lines, but is a large specialist in the latter field, with national distribution for its Diet Delight brand, as well as for its Heart's Delight non-dietetic line.

Another weather vane is the special literature issued to those on low-sodium diets by Chicago Dietetic Supply House, Inc. An order blank for mail customers lists 60 items (some duplicates, but in containers of different sizes). It also lists three cook books, two priced at \$3, and one at \$2.75.

Another leaflet, "CELLU Dietary Products for Salt-Restricted Diets," contains short descriptions of more

than 30 different products, with illustrations, and "Cautions (Supplementing Physician's Instructions)."

Balanced Foods, Inc., a large distributor and manufacturer, features under the firm's own name a line of salt-free canned vegetables and juices and a salt-free vegetable soup.

### Low Sodium, High Sales

Salt-free and low-sodium processed foods are considerably more expensive than their seasoned counterparts. (A study of the safeguards which must be taken in the manufacture of these foods explains the price differential.) Except for the strain on his purse strings, the low-sodium dieter should not fare too badly. There are a number of special no-sodium seasonings on the market now, including four salt substitutes listed by name in the booklet, mentioned above, published by the American Heart Association. It also lists 18 other manufacturers of products such as low-sodium milk (Mead Johnson & Co. and Phenix Foods Co.); two milk substitutes (Upjohn Co. and Wyeth, Inc.); baked goods and cereal products (National Biscuit Co., Venus Baking Co., Kellogg Co.). The Hilsom Corp. has a line of low-sodium meats. S. S. Pierce & Co. makes salt-free peanut butter. Van Camp Laboratories produces three brands of tuna for this market. And many canners have entered this field.

The foregoing is not intended as evidence that the number of low-sodium dieters is as great as those who diet to reduce. It is apparent, though, that the number of persons who have to restrict their sodium intake has grown rapidly in recent years, with the result that information on the subject has probably not kept up with the demand for it.

If doctors continue to put patients on low-sodium diets, this market will become more interesting to members of the food industry. Here's something to think about: Perhaps something will be discovered which, when taken by the patient, will counteract the adverse effects of sodium on his system, something comparable to the insulin that permits the diabetic to eat starches and sweets. If this should happen, life would be easier not only for the victim of heart trouble and hypertension, but for the person who shops for him and prepares his meals.

So much for a broad look at dieting as a "movement." In a succeeding article in the next issue of SALES MANAGEMENT, we shall report on what's happening in several of the industries most vitally affected.

# How high can a subscription renewal percentage go

# ?

Some circulation experts say a publication can never expect the subscription renewal percentage to go above 85%. Deaths, retirements and similar changes in the reader's status prevent it.

Even with this margin, however, the renewal percentage of many publications is far below ceiling. Circulation managers know that *these other* losses, bad as they are, point to something much more serious. They'll tell you dissatisfied subscribers usually quit on a publication before the subscription expires, often months earlier.

Disappointed, they just let the subscription run out . . .

*And all that time their value to the publication's advertisers is practically zero.*

To some circulation managers, life . . . for that reason . . . is one sad moment after another. To others . . . well, consider the case of SALES MANAGEMENT's circulation manager .

The latest available A.B.C. statement (for the period ending December 31, 1952) shows

## 81.3% renewals . . .

highest in the sales and advertising fields. Our C.M. is beaming with joy . . . in a vocal sort of way.

"Got my eye on that 85%," says he, "and we're still moving up."

SALES MANAGEMENT, he adds, (with a sheaf of A.B.C. statements in his hand) is doing the best job of holding readers' interest for advertisers. "We keep our advertisers' audience well stabilized. They don't have to introduce themselves to a brand new group of prospects year after year."

# Structo-Lite to Alter "Sot" Building Habits?

**U. S. Gypsum's new sandless plaster is lighter in weight than the traditional product, much more fire-resistant. The Chicago test campaign reveals great sales potential.**

United States Gypsum Co. has been quietly engaged, during the past few months, in an expansion program of wide importance to the plastering industry. It has marketed a product of such importance as to break the quietude with a healthy holler that has set the 5,000-year old plasterer's trade rocking on its gritty heels.

**The new product:** "Structo-Lite," a ready-mixed perlite and gypsum plaster, without sand, which reduces the weight of plaster in walls and ceilings 50% and greatly increases their fire resistance.

**Why it was developed:** After 500 centuries, building experts were faced with the increasing problem of getting the extra steel it takes to carry the weight of sanded plaster.

Research men have for years sought ways to lessen the weight of plaster, but nothing could match the sharp, microscopic edges of sand particles for holding and binding power in plaster. Meanwhile, thousands of working plasterers continued to complain of their aching backs.

As far back as 1948, U.S. Gypsum felt that perlite (pure volcanic lava) was an ideal substitute for sand in plaster. They knew that sand had to be mixed in exact amounts or the plaster would crack, finish rough and not give a lasting surface. It was always difficult for architects and builders to have consistent control over materials which are proportioned and mixed on the job. To complicate things further, good plastering sand has been difficult to find.

**How it was developed:** The company bought perlite deposits and moved into the first stage of market research in 1948, after analyzing the availability of raw materials and facilities for processing.

USG learned that pure volcanic lava is found in the mountain areas west of the Mississippi only, and that it had lain there ignored as long as

time itself. They found a plentiful supply but confined their efforts to Lovelock, Nev., and Grants, N.M. The lava did not have to be mined; it could be taken from the surface of the earth, then ground into pieces the size of a match head for shipping.

One carload, after processing, becomes 10 to 12 carloads. Here's how: A raw piece of perlite contains from two to four percent water. And when it's put into perlite "poppers," or expanders, and heated to about 1600 to 1700 degrees Fahrenheit, it "pops" like popcorn and looks like it.

**How it was introduced:** With preliminary research accomplished, U.S. Gypsum thought the picture for a national promotion of perlite looked good in '48—on paper and through preliminary testing. Still unanswered was the question of shipping and processing costs.

USG selected Chicago for product development and test marketing, for two reasons: the company's research laboratory was located there; its East Chicago (Ind.) plant was near one of the most important plaster markets in the U.S.

The first bags of Structo-Lite were tested by a plastering contractor who had little idea of what the company had in mind for the product. "All I know is, it works beautifully," he said. The company asked other contractors to try it after the laboratory had further improved the processing and mixing. It worked even better.

Between 1948, when it was first tested, and November, 1952, the demand for Structo-Lite in the Chicago area soared, mostly through word-of-mouth advertising. Pleased at such tremendous acceptance of the product, U.S. Gypsum began to move cautiously.

Without fanfare, the company installed perlite expanders in five other plants; set up supply bases for the new product at 21 of its 45 plants strategically located near major market areas across the country. By

October, 1952, its advertising and public relations counsel, Fulton, Morrissey Co. (Chicago), had a complete promotional campaign in readiness, designed to reach every one in the country who was interested in plaster.

Then the whole program—from raw materials to promotion—was double-checked by U.S. Gypsum top management.

The Chicago test was a whopping success, and there were indications that Structo-Lite would be a national success, too. Management felt that they had a superior product and a promotion to match it.

Letters from USG's merchandise manager in charge of plastering materials went out to all field salesmen, and managers of the company's districts throughout the country called sales meetings to announce the new product officially weeks before the promotion to the public started. Salesmen felt that the new product was a "natural," filling a long-standing need.

## Publicity Timing

"D-Day" for the launching of Structo-Lite was timed for publicity releases to go out to newspapers October 30. This plan was scheduled to hit at the same time stories broke in the building trade press. Double-spread color advertisements were scheduled in the same magazines, and giant broadsides were mailed to contractors.

Direct mail, point-of-purchase pieces, advertising and publicity hit with a big splash. The entire first course was angled at the convenience of handling (80-pound bags, to which you add only water to get a correct mix); to lightweight (half as heavy as sanded plaster), extra fire-resistant, and other advantages that strike home to contractors, architects and craftsmen.

USG salesmen timed their major calls to the day the promotion was launched. Within four months, sales of Structo-Lite in one major market area doubled each month over the previous month for a fourfold gain. Nationwide, first quarter figures for 1953 showed sales more than doubled. Company officials believe that "this is only the beginning."

U.S. Gypsum, with 50 years of experience in developing unusual uses for gypsum and hundreds of other product developments, is currently devising new plans for perlite. A company that produces so many different building products is apt to come up with anything.

# High Spot Cities

## Retail Sales Forecast for August, 1953

Retail sales in August will probably total \$14.0 billion, about 4% above the level of August, 1952. This will suggest a slight weakening of the brisk pace set by retailers in the first half of the year, in which sales ran about 6% ahead of last year. In large part this reflects the softening of the market for automobiles and appliances which are now hard put to record any percentage gains over last year at all. Other components of retailing, such as food and apparel, continue to chalk up moderate but significant gains in unit volume sales over last year. Clothing makers and retailers are in fact currently viewing with enjoyment the most favorable marketing situation since the buying boom of 1950-1951. Summer sales of apparel, particularly sportswear were good enough to give a real impetus

to boost manufacturers' plans for the fall season.

The lag in the hard goods sales picture, however, is of greater over-all significance, and lends a somber note to retailing perspectives for the balance of the year. The big question mark still centers about the ability of automobile retailers to dispose of the mounting number of new cars pouring out of Detroit.

Among those states reporting better-than-average performance for this August as opposed to August of 1952, are: California, Florida, Indiana, Kentucky, Michigan, New Jersey, and Ohio.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 115.5; Riverside, Cal., 115.3; York, Pa., 115.2; Jackson, Mich., 114.7; Flint, Mich.,

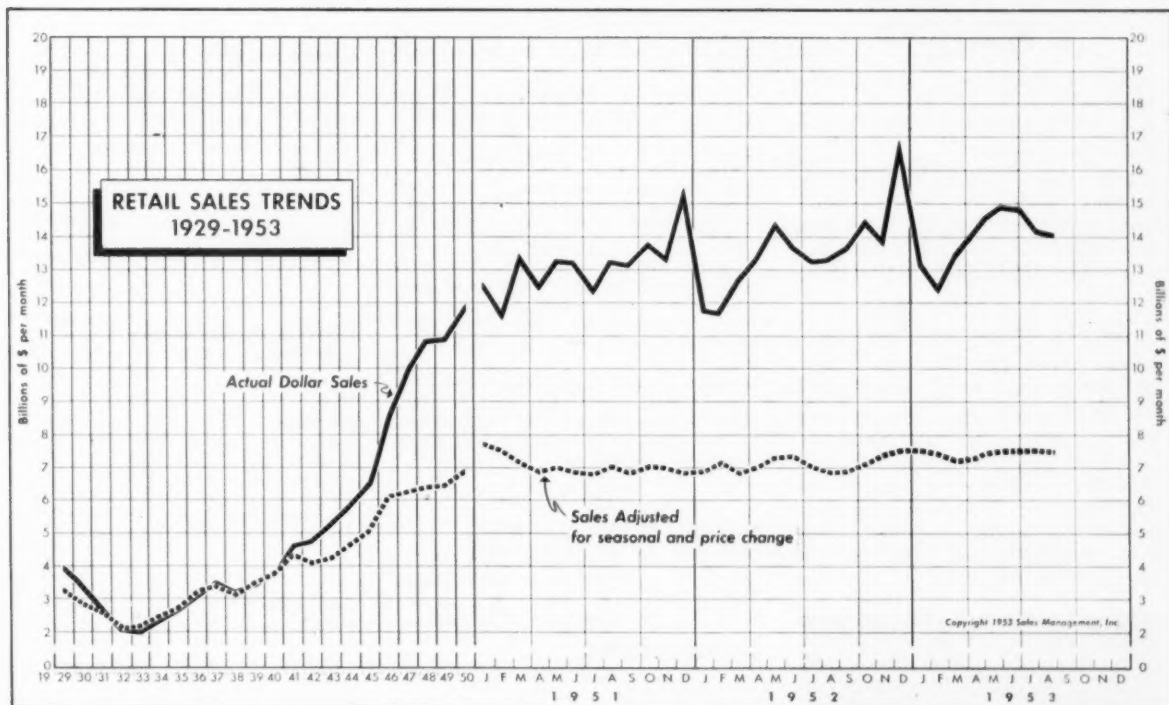
112.9; Portland, Me., 112.3; Long Beach, Cal., 112.0; Evansville, Ind., 112.0; Los Angeles, Cal., 111.7; Royal Oak-Ferndale, Mich., 111.3; Bloomington, Ill., 111.2; Albuquerque, N. M., 110.9; El Paso, Texas, 109.9; Fort Wayne, Ind., 109.5; Santa Barbara, Cal., 109.3; Mansfield, Ohio, 109.2; Pontiac, Mich., 109.0; Hempstead Township, N.Y., 109.0; Muskegon, Mich., 108.9; Tucson, Ariz., 108.6; Pasadena, Cal., 108.6; San Bernardino, Cal., 108.5; Chattanooga, Tenn., 108.2; Lansing, Mich., 108.0.

★

**Sales Management's Research Department**, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

**Three Index Figures Are Given** the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a mar-



Retail sales in August will total \$14.0 billion, reflecting a 4% gain over August 1952. This volume of sales, in terms of 1935-39 dollars, amounts to \$7.5 billion when adjusted as shown above.

The break between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.



## ★ PREFERRED ★

Stamford has been a preferred city in this High Spot list every month for eight years.

Preferred by its families because of the stability of its industries and high wages. Family income is \$8,282 . . . 63% above national average and first among the 200 largest cities of the country.

Preferred by advertisers because they get bigger returns for their money.

The Stamford Advocate is the preferred way to reach this preferred market where top buying income means more sales—more profits.

## STAMFORD ADVOCATE

Stamford, Conn.

Represented by The Julius Mathews  
Special Agency, Inc.

## You Always Get More In MIDDLETOWN

Again Connecticut's per family food sales of \$1,210 topped every state in the nation . . . 38% above the U.S. average.

Again the Greater Middletown Market (Middlesex County) rated even better, with family food purchases averaging \$1,253, for a total of \$24,814,000 . . . 25% above 1951.

## You Always Get More In The Middletown Market

where 19,800 families with \$131,291,000 income spent \$89,568,000 for retail goods in 1952.

It's a market you can count on . . . just as you can count on the Middletown Press to reach its 70,600 people. No combination of incoming non-local papers can come anywhere near equalling the coverage of The Press.

## THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

SOLE REPRESENTATIVE  
The Julius Mathews Special Agency

ket. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

*The Dollar Figure*, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

*Suggested Uses for This Data* include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

*A Pre-Release Service Is Available.* SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

### RETAIL SALES (S.M. Forecast for August, 1953)

City Index	City Index	City Nat'l. Index	\$ (Million)
1953 vs. 1939	1953 vs. 1952	1953 vs. 1952	August 1953

### UNITED STATES

408.3 104.0 100.0 13987.00

### Alabama

Birmingham . . .	430.4	99.9	96.1	34.95
★ Gadsden . . .	516.8	104.8	100.8	5.22
Mobile . . .	487.6	103.2	99.2	12.19
Montgomery . . .	382.9	98.9	95.1	9.61

### RETAIL SALES (S.M. Forecast for August, 1953)

City Index	City Index	City Nat'l. Index	\$ (Million)
1953 vs. 1939	1953 vs. 1952	1953 vs. 1952	August 1953

### Arizona

Phoenix . . .	627.8	103.9	99.9	24.36
★ Tucson . . .	667.5	112.9	108.6	12.75

### Arkansas

Fort Smith . . .	451.6	102.9	98.9	5.78
Little Rock . . .	447.6	103.4	99.4	14.86

### California

★ Bakersfield . . .	426.1	104.6	100.6	12.06
Berkeley . . .	313.7	100.4	96.5	8.72
Fresno . . .	554.4	97.9	94.1	23.95
★ Long Beach . . .	454.3	116.5	112.0	31.62
★ Los Angeles . . .	364.1	116.2	111.7	231.10
Oakland . . .	358.1	98.3	94.5	52.54
★ Pasadena . . .	432.1	112.9	108.6	19.36
★ Riverside . . .	614.9	119.9	115.3	8.67
★ Sacramento . . .	381.0	104.4	100.4	24.42
★ San Bernardino . . .	519.6	112.8	108.5	11.38
★ San Diego . . .	547.7	109.1	104.9	42.45
San Francisco . . .	311.1	99.7	95.9	96.74
San Jose . . .	418.7	103.4	99.4	15.70
★ Santa Barbara . . .	394.7	113.7	109.3	7.46
Stockton . . .	414.0	103.2	99.2	12.46
Ventura . . .	421.3	98.8	95.0	3.75

### Colorado

Colorado Springs . . .	385.3	98.2	94.4	6.55
Denver . . .	369.1	102.3	98.4	53.26
★ Pueblo . . .	388.1	108.3	104.1	7.18

### Connecticut

★ Bridgeport . . .	378.7	104.6	100.6	22.61
Hartford . . .	372.4	103.0	99.0	32.81
Middletown . . .	344.3	98.3	94.5	3.34
New Haven . . .	302.3	101.4	97.5	21.40
★ Stamford . . .	417.2	106.0	101.9	9.22
★ Waterbury . . .	332.3	106.0	101.9	11.73

### Delaware

★ Wilmington . . .	403.6	104.1	100.1	21.27
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### District of Columbia

Washington . . .	386.0	97.1	93.4	126.08
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### Florida

★ Jacksonville . . .	396.0	106.6	102.5	23.76
★ Miami . . .	510.3	109.9	105.7	42.71
★ Orlando . . .	466.2	110.7	106.4	9.93
★ Pensacola . . .	465.7	109.8	105.6	6.38
★ St. Petersburg . . .	472.8	107.0	102.9	12.34
★ Tampa . . .	478.9	110.2	106.0	17.91

### Georgia

★ Atlanta . . .	382.3	104.2	100.2	53.41
Augusta . . .	487.3	101.7	97.8	9.94
Columbus . . .	518.2	99.1	95.3	9.95
Macon . . .	397.5	98.5	94.7	8.11
★ Savannah . . .	396.1	106.1	102.0	11.09

### Hawaii

★ Honolulu . . .	422.0	105.6	101.5	27.39
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SALES MANAGEMENT

RETAIL SALES  
(S.M. Forecast for August, 1953)

	City Index 1953 vs. 1939	City Index 1953 vs. 1952	Nat'l. Index 1953 vs. 1952	\$ (Million) August 1953
<b>Idaho</b>				
Boise .....	339.1	99.0	95.2	6.07
<b>Illinois</b>				
★ Bloomington ...	360.9	115.6	111.2	5.81
Champaign- Urbana .....	397.5	96.9	93.2	8.03
★ Chicago .....	333.9	106.6	102.5	410.15
Danville .....	339.5	100.3	96.4	5.16
Decatur .....	329.2	98.8	95.0	8.56
East St. Louis ..	375.8	99.3	95.5	8.08
Moline-Rock Island- E. Moline ....	386.5	103.3	99.3	11.75
Peoria .....	302.8	103.6	99.6	14.99
★ Rockford .....	419.1	109.5	105.3	14.92
★ Springfield ....	371.4	107.6	103.5	12.33
<b>Indiana</b>				
★ Evansville .....	431.6	116.5	112.0	15.84
★ Fort Wayne ...	410.1	113.9	109.5	18.70
★ Gary .....	476.6	111.7	107.4	16.73
★ Indianapolis ...	395.4	107.7	103.6	60.45
★ Muncie .....	351.8	105.9	101.8	6.72
★ South Bend ...	502.6	106.2	102.1	19.55
Terre Haute ..	320.5	98.8	95.0	8.75
<b>Iowa</b>				
Cedar Rapids ..	343.7	102.8	98.8	9.21
Davenport .....	334.5	103.8	99.8	9.30
★ Des Moines ...	370.6	109.3	105.1	24.72
Sioux City .....	289.3	94.5	90.9	9.23
Waterloo .....	333.9	101.7	97.8	7.68
★ Dubuque .....	403.8	105.7	101.6	6.42
<b>Kansas</b>				
Hutchinson ...	375.6	100.3	96.4	4.92
Kansas City ...	390.2	102.8	98.8	11.12
★ Topeka .....	359.8	104.3	100.3	9.21
Wichita .....	552.0	103.4	99.4	23.79
<b>Kentucky</b>				
★ Lexington .....	347.0	106.2	102.1	9.30
★ Louisville .....	419.7	104.7	100.7	44.57
★ Paducah .....	605.9	120.1	115.5	7.21
<b>Louisiana</b>				
★ Baton Rouge ..	586.2	109.9	105.7	13.19
New Orleans ...	420.0	103.6	99.6	53.51
Shreveport ....	458.0	103.1	99.1	17.45
<b>Maine</b>				
Bangor .....	283.0	98.4	94.6	4.67
★ Lewiston- Auburn .....	285.0	109.9	105.7	5.90
★ Portland .....	290.3	116.8	112.3	10.80
<b>Maryland</b>				
★ Baltimore .....	356.9	107.0	102.9	110.00
Cumberland ...	279.8	98.5	94.7	4.84
<b>Massachusetts</b>				
Boston .....	254.5	102.4	98.5	101.17
★ Fall River ...	288.4	107.5	103.4	9.46
★ Holyoke .....	293.8	104.5	100.5	5.23
Lawrence .....	268.6	102.9	98.9	7.79
Lowell .....	349.0	101.4	97.5	8.76
Lynn .....	286.3	101.6	97.7	9.62

## The PORTLAND, MAINE Market is a Nine County Sales Area

These nine southern counties . . . with 1059 busy plants  
. . . provide 76% of Maine's industrial payrolls.

	NINE COUNTY AREA	STATE	% OF STATE
Population .....	554,700	900,600	62
No. of Families .....	160,550	253,900	63
Total Income .....	\$760,644,000	\$1,174,245,000	65
Per Family Income ..	4,739	4,625	
Total Retail Sales ..	548,382,000	869,239,000	63
Food .....	170,467,000	264,274,000	65
General Merchandise .....	43,339,000	73,043,000	59
Furn. & Hsld. ....	26,713,000	40,456,000	66
Automotive .....	85,576,000	143,111,000	60
Drugs .....	13,298,000	20,805,000	64
Eating & Drinking ..	31,458,000	38,277,000	82
Apparel .....	43,783,000	51,533,000	85
Gas Service Stations	37,878,000	58,316,000	65
Lumber & Bldg. Suppl. ....	21,507,000	29,316,000	73
Hardware .....	4,494,000	15,451,000	29
Liquor Stores (Package) .....	16,371,800	24,205,000	68
Jewelry .....	6,864,500	7,943,000	86

Where the concentrated circulation of the Portland  
newspapers give you 94% coverage of the city and retail  
trade zone and 52% of the entire nine counties.

**78,164 circulation daily . . . 87,243 Sundays.**

## PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

## NATIONAL ADVERTISERS SAY SO

In 1952 national advertisers placed 1,249,738 lines of advertising in the Berkshire Evening Eagle. That's quite a record, especially for a six day newspaper that does not take liquor advertising.

With an annual income of more than \$208,000,000, a 16% gain over 1951, advertisers can tell their story in the most responsive mass market in the state with more sales per family than any other metropolitan market, with the assurance that they will sell more.

The Berkshire Eagle, covering 100% of the city homes and 70% of the entire county, is your best and surest way to sell in this top-spending market of 134,200 people.

## THE BERKSHIRE EAGLE PITTSFIELD, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## High Spot Cities

### RETAIL SALES (S.M. Forecast for August, 1953)

City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) August 1953
vs. 1939	vs. 1952	vs. 1952	

#### Massachusetts (cont.)

★ New Bedford ..	284.3	104.3	100.3	9.41
Pittsfield .....	282.2	99.9	96.1	5.56
★ Salem .....	333.1	105.1	101.1	5.33
★ Springfield ..	294.1	106.9	102.8	19.97
★ Worcester .....	333.8	105.2	101.2	25.10

### RETAIL SALES (S.M. Forecast for August, 1953)

City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) August 1953
vs. 1939	vs. 1952	vs. 1952	

#### Michigan

★ Battle Creek ..	449.5	105.6	101.5	8.90
★ Bay City .....	464.2	108.8	104.6	8.17
★ Detroit .....	451.1	110.6	106.3	243.47
★ Flint .....	457.2	117.4	112.9	26.61
★ Grand Rapids ..	423.2	111.1	106.8	27.12
★ Jackson .....	450.2	119.3	114.7	10.22
★ Kalamazoo .....	405.8	109.9	105.7	11.85
★ Lansing .....	525.9	112.3	108.0	19.88
★ Muskegon .....	438.2	113.3	108.9	8.37
★ Pontiac .....	402.4	113.4	109.0	10.14
★ Royal Oak- Ferndale .....	557.4	115.8	111.3	9.81
★ Saginaw .....	429.2	111.5	107.2	12.49

#### Minnesota

Duluth .....	243.8	100.6	96.7	9.51
Minneapolis .....	309.4	100.7	96.8	67.48
St. Paul .....	270.5	101.3	97.4	36.79

#### Mississippi

Jackson .....	472.2	99.7	95.9	10.01
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#### Missouri

Kansas City ...	416.3	103.8	99.8	75.93
St. Joseph .....	297.4	95.2	91.5	6.99
★ St. Louis .....	337.0	105.7	101.6	96.73
Springfield .....	349.8	98.1	94.3	7.38

#### Montana

★ Billings .....	439.1	106.5	102.4	6.63
Butte .....	230.4	97.7	93.9	4.70
Great Falls ...	338.8	97.4	93.7	5.59

#### Nebraska

★ Lincoln .....	354.3	104.5	100.5	11.23
Omaha .....	366.2	98.7	94.9	31.31

#### Nevada

★ Reno .....	357.5	104.1	100.1	6.65
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#### New Hampshire

Manchester ...	312.1	102.3	98.4	8.52
Nashua .....	281.2	98.5	94.7	3.29



## INCREASED SALES IN AUGUST

The retail volume of Passaic-Clifton, N. J. will total better than \$15,000,000 this month . . . an increase of 5.4% over August of last year, according to Sales Management forecasts. For the ninth consecutive month, Passaic-Clifton is ranked as a "preferred city".

If you're looking for increased sales in August, your best buy in North Jersey is Passaic-Clifton and The Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

## THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.  
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

## CORNING Families Really BUY

Sales 36% above Average

With an income of \$6099 . . . \$1013 above the national average, Corning families live well . . . spend well.

With such industries as Corning Glass, Ingersoll Rand, Westinghouse and others at full blast, purchasing power is high the year 'round.

The Evening Leader is the only medium providing complete coverage of this \$96,394,000 market.

Send for your copy, "Meet Jim Foster," Corning market story.

## The Evening Leader CORNING, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

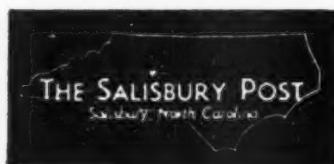
## SINCE WHEN

did a newspaper become an adequate advertising medium of a market with a coverage of

**4.07%**  
or even  
**11.16%**  
**?**

Don't accept claims . . . Look at the figures! Look at the Market!

**ONLY**



covers the great, growing  
**Salisbury-Rowan**  
**Market**

read daily and Sunday in 16,500 homes

Altoona, Pa.

is a good

## TEST MARKET

... as many important factors PROVE!

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

**ALTOONA'S ONLY**  
**EVENING NEWSPAPER**

**RICHARD E. BEELER**  
Advertising Manager

**Altoona**  
**Mirror.**

### RETAIL SALES

(S.M. Forecast for August, 1953)

	City Index	City Index	City Nat'l. Index	\$ August 1953
	1953	1952	1953	
	vs.	vs.	vs.	
	1939	1952	1952	
<b>New Jersey</b>				
★ Atlantic City ..	404.1	106.4	102.3	14.63
★ Camden .....	372.3	109.1	104.9	14.89
★ Elizabeth .....	348.2	105.4	101.3	12.71
★ Jersey City-				
Hoboken .....	282.3	106.4	102.3	26.54
★ Newark .....	312.7	108.8	104.6	63.22
★ Passaic-Clifton ..	398.7	105.4	101.3	15.07
★ Paterson .....	319.1	108.2	104.0	17.84
★ Trenton .....	320.9	101.4	97.5	17.01

### New Mexico

★ Albuquerque ...	869.3	115.3	110.9	16.43
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### New York

★ Albany .....	324.4	106.1	102.0	19.95
Binghamton ...	327.8	102.3	98.4	11.31
★ Buffalo .....	356.4	109.4	105.2	72.31
★ Elmira .....	383.9	104.9	100.9	8.37
★ Hempstead				
Township ...	744.0	113.4	109.0	71.35
Jamestown ...	331.2	100.2	96.3	5.63
New York .....	292.8	102.0	98.1	758.02
★ Niagara Falls ..	360.1	106.0	101.9	10.37
★ Rochester .....	302.6	106.9	102.8	41.70
Rome .....	406.2	103.4	99.4	3.94
Schenectady ...	328.9	99.2	95.4	11.94
Syracuse .....	310.8	103.1	99.1	26.70
Troy .....	308.3	99.6	95.8	8.54
★ Utica .....	345.5	106.8	102.7	12.68

### North Carolina

Asheville .....	347.8	98.3	94.5	7.27
Charlotte .....	494.3	103.1	99.1	19.08
★ Durham .....	382.7	104.4	100.4	7.73
★ Greensboro .....	577.9	109.1	104.9	13.06
★ Raleigh .....	461.4	107.6	103.5	9.55
Salisbury .....	312.2	99.1	95.3	2.81
Wilmington ...	370.6	99.4	95.6	4.41
★ Winston-Salem ..	414.3	105.0	101.0	9.82

### North Dakota

Fargo .....	317.6	94.6	91.0	5.24
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### Ohio

★ Akron .....	454.3	108.9	104.7	39.98
★ Canton .....	373.4	107.8	103.7	15.87
★ Cincinnati .....	342.0	109.7	105.5	63.89
★ Cleveland .....	401.8	106.9	102.8	136.98
★ Columbus .....	351.2	107.8	103.7	45.34
★ Dayton .....	411.5	105.5	101.4	35.55
★ Mansfield .....	368.4	113.6	109.2	6.41
Springfield ...	336.1	99.8	96.0	8.37
★ Toledo .....	392.5	109.4	105.2	41.88
★ Warren .....	455.7	109.3	105.1	8.02
Youngstown ...	355.2	101.2	97.3	22.98

### Oklahoma

Bartlesville ...	398.5	100.7	96.8	2.63
Muskogee .....	326.7	98.2	94.4	3.43
Oklahoma City ..	378.1	100.6	96.7	28.13
★ Tulsa .....	468.9	105.5	101.4	25.79

### Oregon

Eugene .....	515.0	99.9	96.1	7.57
Portland .....	378.7	99.1	95.3	56.39
★ Salem .....	430.3	111.1	106.8	7.10

### Pennsylvania

Allentown .....	339.6	103.3	99.3	13.38
Altoona .....	281.1	101.5	97.6	7.28
Bethlehem .....	459.1	102.9	98.9	8.08

## TOPHEAVY with Sales

That's the picture  
in Little Falls . . .  
**Sales \$13,313,000**  
**Income \$12,454,000**

*Here's the reason!* Little Falls serves as a shopping center for the prosperous communities surrounding the city. These 30,000 people are regular customers of Little Falls stores, boosting retail sales way over the top.

*The Times can Channel* your sales messages into 75% of the homes in the entire market with maximum coverage . . . low cost, and big sales volume.

**Little Falls Times**  
Little Falls, N. Y.

Represented by The Julius Mathews  
Special Agency, Inc.

## Big Business in the GOLDEN BELT



1952

Food

Sales . . .

**\$210,697,000**

**31% of the N. C. Total**  
(SM Survey 5/10/53)

Approximately this same percentage is true for Total Retail, Gen. Mde., Automobile and Drug Sales. Just about ONE-THIRD of North Carolina's general trade activity takes place in this prosperous area. Get your share. Put your "A" Schedules to work in the News and Observer—the ONLY Morning-and-Sunday newspaper in the entire 33 County Golden Belt.

**115,926 Morning**  
**124,080 Sunday**

(Publisher's Statement to ABC 3/31/53)

*The Raleigh*  
**News and Observer**  
MORNING & SUNDAY  
Raleigh, North Carolina

Rep: The Branham Company



- MOST IMPORTANT SEGMENT OF THE GREATER PHILADELPHIA AREA!
- NEW HOMES—NEW INDUSTRIES — SCHOOLS AND STORES SCHEDULED FOR 1953!
- \$81,817,000 SPENDABLE INCOME\* IN THE TRI-BORO NORRISTOWN AREA!
- BETTER THAN 100% HOME COVERAGE CAN BE YOURS IN THIS RICH AREA!

*The Newspaper on the INSIDE Is the Only One That Will Really SELL for You!*

**Times Herald**  
NORRISTOWN, Pa.

\*SRDS Consumer Income Data

Represented Nationally By  
The Julius Mathews Special Agency

## \$37,736,166 PAY-OFF

Woonsocket industrial workers were paid off to the tune of \$37,736,166 in 1952—a handsome year's payroll statistic if there ever was one. How much did they spend on your product? Boost your share in '53 through this 100,000-plus market's one and only local daily, the —

**WOONSOCKET  
CALL**

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWON, WWON-FM  
COVERS RHODE ISLAND'S  
PLUS MARKET

# High Spot Cities

RETAIL SALES  
(S.M. Forecast for August, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	August
1939	1952	1952	1953

### Pennsylvania (cont.)

★ Chester	394.8	109.5	105.3	8.41
★ Erie	443.9	105.8	101.7	17.40
★ Harrisburg	390.9	104.3	100.3	15.95
Johnstown	282.8	99.0	95.2	8.23
Lancaster	300.3	99.5	95.7	8.68
★ Norristown	341.6	109.4	105.2	4.68
★ Oil City	278.5	108.7	104.5	2.20
★ Philadelphia	365.5	107.0	102.9	227.18
Pittsburgh	376.1	98.1	94.3	102.85
★ Reading	329.1	109.1	104.9	14.61
Scranton	285.3	100.7	96.8	13.04
Wilkes-Barre	287.5	101.2	97.3	9.66
★ York	325.6	119.8	115.2	7.88

### Rhode Island

Providence	292.0	101.2	97.3	31.21
Woonsocket	274.4	96.1	92.4	4.28

### South Carolina

Charleston	404.7	102.5	98.6	9.55
★ Columbia	511.9	109.0	104.8	13.77
★ Greenville	450.0	104.0	100.0	9.54
Spartanburg	517.2	96.6	92.9	7.81

### South Dakota

Aberdeen	461.0	97.9	94.1	3.55
Sioux Falls	327.5	95.7	92.0	6.19

... for full  
population, sales  
and income data  
on these cities  
see the **MANAGEMENT**  
**Survey of**  
**Buying Power**

**MANAGEMENT**  
**Survey of**  
**Buying Power**



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Biddeford-Saco is the heart of Maine's top industrial area, York County... with more value added by manufacture than any other county.\*

These people are good customers... they enjoy high incomes, 21% above the state average, and spend accordingly. A growing, dependable market, with purchasing power built solidly on diversified industry, steady employment and high wages.

The Biddeford Journal, read in 94% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

\* 1953 Survey of Buying Power

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on  
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Represented nationally by  
HEADLEY-REED TV

SALES MANAGEMENT

# RETAIL SALES

(S.M. Forecast for August, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	August
1939	1952	1952	1953

## Tennessee

★ Chattanooga	394.7	112.5	108.2	17.88
★ Knoxville	392.7	110.1	105.9	16.77
★ Memphis	409.0	104.6	100.6	44.95
Nashville	400.0	103.5	99.5	26.08

## Texas

Amarillo	583.2	97.2	93.5	12.48
Austin	421.6	102.0	98.1	13.66
Beaumont	518.0	101.2	97.3	12.69
★ Corpus Christi	966.8	105.9	101.8	17.27
★ Dallas	519.6	111.0	106.7	72.85
★ El Paso	585.5	114.3	109.9	28.56
Fort Worth	600.9	102.6	98.7	45.31
Galveston	351.2	96.7	93.0	7.06
Houston	518.7	103.7	99.7	81.59
Lubbock	716.4	102.9	98.9	12.25
San Antonio	501.3	103.0	99.0	41.86
★ Waco	557.5	106.8	102.7	11.15
Wichita Falls	449.2	99.2	95.4	8.58

## Utah

★ Ogden	415.8	103.3	99.3	6.57
★ Salt Lake City	370.7	108.2	104.0	22.80

## Vermont

Burlington	303.6	100.5	96.6	4.16
Rutland	255.3	99.4	95.6	2.40

## Virginia

★ Lynchburg	326.0	105.5	101.4	5.64
Newport News	499.3	101.6	97.7	7.64
Norfolk	491.3	101.7	97.8	25.35
★ Portsmouth	573.9	109.2	105.0	7.69
Richmond	327.9	103.4	99.4	28.79
Roanoke	431.0	103.2	99.2	12.67

## Washington

★ Seattle	368.8	106.6	102.5	62.36
Spokane	349.8	100.8	96.9	18.61
Tacoma	355.3	103.4	99.4	15.88
Yakima	333.5	97.9	94.1	6.17

## West Virginia

Charleston	350.7	100.0	96.2	12.45
Huntington	358.9	100.0	96.2	9.08
Wheeling	316.2	103.0	99.0	8.19

## Newport, R. I. Market

Where the city is the richest in the state and the county is richer than the city.

Newport's family income of \$6,341. tops every city and county in the state... \$1,070. higher than Rhode Island and \$1,255. above the United States average.

Sell this high-income market through Newport County's only daily.

## The Newport Daily News

Represented by The Julius Mathews  
Special Agency, Inc.

# RETAIL SALES

(S.M. Forecast for August, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	August
1939	1952	1952	1953

## Wisconsin

Appleton	372.3	100.4	96.5	4.84
★ Green Bay	334.1	105.9	101.8	7.15
Madison	311.4	103.1	99.1	11.18
★ Milwaukee	361.4	105.1	101.1	84.45
Racine	408.7	103.0	99.0	8.91
★ Sheboygan	318.9	106.7	102.6	4.72
Superior	290.8	99.5	95.7	3.46

## Wyoming

★ Casper	587.2	106.4	102.3	5.52
Cheyenne	412.5	102.8	98.8	4.62

# RETAIL SALES

(S.M. Forecast for August, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	August
1941	1952	1952	1953

## CANADA

331.0	105.0	100.0	1013.50
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## Alberta

★ Calgary	547.3	116.0	110.5	25.23
★ Edmonton	558.1	115.0	109.5	23.83

## British Columbia

Vancouver	419.7	100.3	95.5	54.22
Victoria	403.4	102.2	97.3	13.19

## Manitoba

Winnipeg	365.5	103.8	98.9	44.44
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## New Brunswick

★ Saint John	237.7	105.4	100.4	5.23
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## Nova Scotia

Halifax	286.6	98.6	93.9	13.04
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## Ontario

Hamilton	308.8	100.5	95.7	23.90
London	306.5	102.8	97.9	10.91
★ Ottawa	292.7	115.3	109.8	21.22
★ Toronto	326.1	110.3	105.0	116.06
★ Windsor	277.4	110.6	105.3	13.23

## Quebec

Montreal	307.6	101.7	96.9	107.96
Quebec	324.9	102.2	97.3	18.29

## Saskatchewan

★ Regina	425.1	113.8	108.4	14.37
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## New MARKETING FACTS About LOS ANGELES

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CHAMBER OF COMMERCE

1151 S. Broadway, Los Angeles 15, Calif.

## ABC Says Paducah City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

The Paducah Sun-Democrat

29,513 Paducah, Ky. R.O.P. ABC Color

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and income data  
on these cities  
see the M-10  
POWER  
SALES

MANAGEMENT  
Survey  
Buying Power



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To launch the sale of an outstanding new exclusive technical product scientifically developed and tested by a leading organization in this field; unique in performance.

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Salary commensurate with experience, plus share in profits.

Write giving full details on yourself to Box 2977.

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256—12 Questions about the Forgotten Man in Sales: The Supervisor, by L. J. Warren. (Price 10c)

## MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION—Survey of Buying Power, May 10, 1953. (Price \$1.00)

The INDUSTRIAL Survey of Buying Power—May 10, 1953. (Price \$1.00)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

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Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

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Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

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Skil Helps 'em Find It In The Telephone Book. (Price 5c)

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Do You Treat Canada as Just Another Export Market? (Price 10c)

Do Newspapers Really Sell National Advertisers? by James W. Egan, Jr. (Price 10c)

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Reply to Sales Management, Box 2978, stating age, education, experience, family status, include business and personal references and other appropriate information. Send snapshot. Inquiries will be treated in confidence.

## SALES MANAGER

Available for NEW ENGLAND AREA 31, experienced hiring, training, marketing, pioneering, promoting, merchandising and advertising Drug and Builders Hardware fields. Reply Box 2975.



# The Scratch Pad

BY T. HARRY THOMPSON

Memo to a man who has been letting things go to grass in midsummer: "Ignorance of the lawn is no excuse."

Horace Walpole, who coined the word, could have told us that Serendipity is the daughter of Lady Luck.

Herb Dickson says nothing is ever lost by politeness except your seat in the bus.

The same correspondent observes that nothing makes temptation so easy to resist as being broke.

Percy Whiting, of the Dale Carnegie Sales Courses, sends a clip about Super Coola, Super Root Beer, Super Grape, Super Ginger Ale, and Super Club Soda . . . says that when they start advertising Super-This and Super-That, a lot of quick readers will swear they are advertising *soup*.

Mention of the word "quick" reminds me that I'm going to miss the little news-weekly of the same name. It discontinued publishing a month or so ago.

Speaking of publishing, a cousin of mine has achieved the ambition of many a newspaperman . . . to buy a little paper of his own. Jack Thompson, former executive editor of *The Chester (Pa.) Times*, has acquired the 47-year-old *Clifton Forge Daily Review*, Clifton Forge, Va. Jack will be president, treasurer, editor, and publisher. His wife Lois will be v-p, and their daughter, Bicky, will be secretary.

Slogan for a gold-miner: "Get a lode of this."

According to the *Orlando Morning Sentinel*, a mother hen said to her wayward chick: "If your father could see you now, he'd turn over in his grave."

After saying that the average man is proof that the average woman can take a joke, the same daily comes up with an apt appellation for the person who throws paper and stuff around city streets and parks: "Litterbug."

Only way to get the best of an argument, Dale Carnegie, said, is to avoid it.

"Opportunity knocks only once, but Temptation keeps banging on the door as long as you live."—Pause.

Without benefit of quotes, the widely quoted *Pipe-Lines* lifted a line from the column which *Reader's Digest* bylined: "The dime isn't entirely worthless . . . it makes a fairly good screwdriver."

Slogan for the Riverside Metal Co., "Riverside Alloys are Industry's Allies."

Capsule Caricature: "She's as thin as a Saturday newspaper."

"You can't possibly know how good SWP House-Paint is until it has made your home look wonderful longer than you expected!"—Headline. That's a headline?

Newest record-release by Kasco Dog-Foods has a beat good enough for dancing, especially if you're That Age. One side has "Down, Boy, Down" and the other, "Those Dog-gone Blues."

Bill Carpenter offers a sermonette in Edgar Guestian style:

Is anyone the happier  
Because you passed his way?  
Does anyone remember that  
You spoke to him today?  
This day is almost over and  
Its toiling time is through.  
Is there anyone to offer, say,  
A kindly word for you?

Did you give a friendly greeting  
To the friend who came along?  
Or a churlish sort of "Howdy"  
As you vanished in the throng?  
Were you selfish, pure and simple,  
As you rushed along your way?  
Or is someone truly grateful  
For the deed you did today?

Can you say tonight in parting  
With the day that's slipping fast,  
That you helped a single person  
Of the many whom you passed?  
Is a single heart rejoicing  
Over what you did or said?  
Does a guy whose hopes were fading  
Now with courage look ahead?

Did you waste the day or lose it?  
Was it well or poorly spent?  
Did you leave a trail of kindness?  
Or a scar of discontent?  
As you close your eyes in slumber,  
Do you think that God will say:  
"You have earned one more Tomorrow  
By the deeds you did Today"?

Talent alone cannot make a writer; there must be a man behind the book, it says here. Or a woman, huh, Joe?

Many writers, incidentally, especially in the newspaper business, refuse to believe that the plural of *million* is *millions*. They wouldn't think of saying *three cat*, yet *three million* falls easily from their typewriters.

They say no civilized person ever goes to bed the same day he gets up.

In his house-organ with the pat title (*Ad-Lib*), my old friend, Leo P. Bott, Jr., 64 East Jackson Boulevard, Chicago, says advertising men and women are such sadists! We love to kill a widow, murder the King's English, bleed an ad, bury an offer, run something till forbidden, keep a morgue, lay out a form, cut off a head, rout dead metal, split an infinitive, take the guts out of an ad, feed the hell-box, remove a shoulder, cut, break up furniture, and call for stripping. Contribute others, Leo suggests. How about throttling competition, kicking the press, knifing the schedule or shooting the works?

In philosophical mood, Marshall Pickett says: "Our character is but the stamp on our souls of the free choices of good and evil we have made through life."



## Ever wished you could keep your eye on your air shipment-DOOR TO DOOR?



Every now and then there is the one shipment that *must* be delivered on time. This is the shipment you would like to keep your eye on so there'll be no

slip. But if you can't do this—and the chances are you can't—the best thing is to be able to call a service that will act as eyes for you.

Emery Air Freight has a nationwide staff ready to assist your own expediting department. This staff keeps an eye on your shipment from "door-to-door" to make sure delivery is made at the time you want it. But this is only one of Emery's features. Emery can provide max-

imum speed with maximum dependability in moving your goods because of its unique operation:

- The use of all airlines, all surface transportation—passenger or cargo, freight or express—the best of everything that moves in the air or on the ground.
- Absolute control of your shipment all the way via Emery's private wire system and nationwide standby staff ready to assist your own expediting departments.
- Continuous contact with your shipment so it can be routed around trouble-spots.
- Immediate confirmation of delivery—or of unavoidable delay so your plans can be adjusted efficiently.

Inbound or outbound, Emery provides you with "The World's Fastest Transportation System."



**PRINTERS, ENGRAVERS, ELECTROTYPERS . . . SALES, ADVERTISING AND PROMOTION EXECUTIVES!** Emery's Timed Delivery Service is designed to make simultaneous deliveries to any number of points throughout the Country. Ask us about this—and other special Emery services you can use profitably.

### **EMERY AIR FREIGHT CORPORATION**

New York 17; Offices or agents in all major cities and towns in the United States

# What is the best way to sell your brand?



*When you want to get a woman to buy your brand, the place to tell your story is in the medium on which she depends when she gets down to the business of planning her purchases. And that's the newspaper.*

\* \* \*

MORE than any other, the newspaper is the medium which is an integral part of a woman's life...thru which she participates in the affairs of her own community...and to which she turns daily for information and guidance in personal and family affairs.

In these days of intensified competition and increasing self service by women, no medium can match the news-

paper for direct selling effect at the retail level. It is the retailer's own advertising medium. It is the one to which women turn voluntarily every day for buying ideas.

You turn today's selling conditions to your advantage when you use the newspaper. And in Chicago the newspaper which will give you greatest returns from your advertising is the Tribune.

A Tribune representative will be pleased to work out with you a consumer-franchise plan such as other advertisers in your field are using with success. Why not get in touch with him today?

## Chicago Tribune